

# Public Document Pack



Coventry City Council

## Agenda

### Scrutiny Co-ordination Committee

#### **Time and Date**

11.00 am on Wednesday, 4th November, 2020

#### **Place**

This meeting will be held remotely. This meeting can be viewed live by pasting this link into your browser: <https://youtu.be/wiAszU41gmM>

#### **Public Business**

##### **1. Apologies and Substitutions**

##### **2. Declarations of Interest**

##### **3. Minutes**

(a) To agree the minutes of the previous meeting held on 7th October 2020 (Pages 3 - 6)

(b) Matters Arising

##### **4. One Coventry Plan Annual Performance Report 2019-20 (Pages 7 - 46)**

Report and presentation of the Chief Executive

Councillor G Duggins, Cabinet Member for Policy and Leadership has been invited to the meeting for the consideration of this item

##### **5. Scrutiny Management**

Councillor N Akhtar, Chair of the Scrutiny Co-ordination Committee, attended the meeting of Cabinet Member for Jobs and Regeneration held on 21 October 2020 for consideration of an item relating to "Green Homes Grant LAD Scheme Funding".

Councillor Akhtar agreed that the decision was urgent and that call in should not apply. In accordance with the Constitution, this matter is reported to inform the Committee of the reason for urgency which is that the Green Homes Grant Local Authority Delivery (LAD) Scheme was made available to Councils with the capacity to deliver between October 2020 and March 2021. As a result, the timescales for delivery are already tight, and further delay to the acceptance of the funding will reduce the time to deliver further.

##### **6. Scrutiny Co-ordination Committee Work Programme 2020/2021 and Outstanding Issues (Pages 47 - 50)**

## Report of the Scrutiny Co-ordinator

### 7. Any Other Items of Public Business

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

**Nil**

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Julie Newman, Director of Law and Governance, Council House Coventry

Tuesday, 27 October 2020

- Notes:
- 1) The person to contact about the agenda and documents for this meeting is Liz Knight, Democratic Services, Council House, Coventry, telephone 7697 2644, alternatively E-mail: [suzanne.bennett@coventry.gov.uk](mailto:suzanne.bennett@coventry.gov.uk)/[liz.knight@coventry.gov.uk](mailto:liz.knight@coventry.gov.uk)
  - 2) Council Members who are not able to attend the meeting should notify Liz Knight no later than 10.00 a.m. on the day of the meeting, giving their reasons for absence and the name of the Council Member (if any) who will be attending the meeting as their substitute.
  - 3) Scrutiny Board Members who have an interest in any report referred to this meeting, but who are not Members of this Committee, have been invited to notify the Chair by 12 noon on the day before the meeting that they wish to speak on a particular item. The Member must indicate to the Chair their reason for wishing to speak and the issue(s) they wish to raise.

Membership: Councillors N Akhtar (Chair), A Andrews, J Clifford, L Kelly (Deputy Chair), C Miks, G Ridley, K Sandhu and R Singh

By invitation Councillor G Duggins

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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# Agenda Item 3a

## Coventry City Council

### Minutes of the Meeting of Scrutiny Co-ordination Committee held at 11.00 am on Wednesday, 7 October 2020 This meeting was held remotely

Present:

Members: Councillor R Brown (Chair)

Councillor N Akhtar  
Councillor A Andrews  
Councillor J Clifford  
Councillor L Kelly  
Councillor G Ridley  
Councillor R Singh

Employees: V Castree, Law and Governance

S Frossell, Public Health  
L Gaulton, Director of Public Health and Wellbeing  
G Holmes, Law and Governance  
K Lees, Public Health  
J Roy-Gardner, Community Resilience  
P Singh, Economic Growth  
A West, Law and Governance

Apologies: Councillor R Ali, Deputy Cabinet Member for Public Health and Sport  
Councillor K Caan, Cabinet Member for Public Health and Sport  
Councillor G Duggins, Cabinet Member fo Policy and Leadership  
Councillor L Kelly  
Councillor C Miks  
Councillor K Sandhu

## **Public Business**

### **25. Declarations of Interest**

There were no declarations of interest.

### **26. Minutes**

The Minutes of the meeting held on 16 September, 2020 were agreed as a true record. There were no matters arising.

### **27. Health Inequalities**

The Chair, Councillor Brown introduced the item on Health Inequalities and the link to the ONE Coventry Plan, which referenced people in Coventry having lower life expectancies than the national average. Councillor Brown expressed disappointment that the Cabinet Member was not present at the meeting.

The Committee received a presentation from the Director of Public Health and Wellbeing. The presentation outlined the following:

- The COVID19 pandemic had highlighted health inequalities with evidence showing that it would continue to widen existing health inequality gaps.
- The people worst affected by the virus were generally those who had worse health outcomes before the pandemic.
- One of the pillars of the Joint Health and Wellbeing Strategy was to address the wider determinants of health.
- There had been a system-wide response to the pandemic. The national NHS response to COVID19 included eight urgent actions on inequalities
- Seven recommendations had developed by Public Health England to reduce the disproportionate impact of COVID-19 on people from Black and Minority Ethnic groups.
- The West Midlands Combined Authority established a 'Regional Health Impacts of COVID19' Task and Finish Group.
- The Marmot Partnership had mobilised quickly as a whole system to respond to COVID19 and a Call to Action to address health inequalities had been agreed by the Health and Wellbeing Board.
- Coventry City Council had supported a number of work streams to assist the Economy and Businesses. These included; the management of Government COVID19 grants and support; developing Coventry Employment and Skills Plan: the negotiation of Getting Building Fund for priority capital projects; hosting webinars for Coventry City Council's Small and Medium Enterprise support programmes and green recovery and the ongoing work of the Job Shop including a Youth Hub.
- There had been work collaboratively with the Council, private and voluntary sectors to strengthen the business support ecosystem. This included utilising the range of support available for recruitment, grants, bespoke training offers, skills development, redundancy and help with staff wellbeing.
- Coventry City Council had been working with communities prior to COVID19, however the pandemic had strengthened this work. The work was led through the Community Resilience Team. During the pandemic, five new social supermarkets and ten emergency food hubs had opened, Children had been supported with breakfast and activity packs over school holidays; Community networks had been established; places of worship and faith groups had been supported to enable worship to take place in line with COVID-19 guidelines and Migrant Health Champions had been supporting their communities.
- There was work taking place to put learning into practice to get the messaging right and to the right places, working with communities to achieve this. A network of over 200 Community Messengers had been established across the City who would deliver COVID-19 and Public Health messages to communities as well as gathering intelligence. COVID-19 Community Advisors had also been recruited and were working across the City.
- The next steps were outlined. These included a drive to embed health inequalities as a key theme across all our corporate priorities; plans were in place to strengthen the connection between Health Inequalities and the statutory obligations for Equalities, to include inequalities in life chances and the implementation of local recommendations from the national Public Health England report and the COVID19 Health Impact Assessment.
- A Call to Action was being launched. This included asking employers and organisations to consider what actions they could take to help reduce health

inequalities. A key focus would be on businesses and communities. It was requested that Councillors support and input on delivering the Call to Action and working with businesses to respond. Accountability for the Call to Action sat with the Health and Wellbeing Board.

Following the presentation, Members raised a number of questions and issues, and received the following responses;

- The disparity of around ten years in life expectancy across the City was noted as a concern.
- It was acknowledged that COVID-19 would exacerbate health inequalities and potentially lead to a number of additional poorer health outcomes for individuals.
- The report estimated there had been 23,000 cancers undiagnosed in England since the beginning of lockdown. Officers would ask whether statistics had been modelled on this for the region.
- Information would be circulated on the current healthy life expectancy gap. Prior to the pandemic, Coventry's healthy life expectancy had been improving.
- Life expectancy figures had been improving but, along with national figures, stalled which was linked to restraints on the economy.
- Concern was raised about the levels of childhood obesity in the City – almost 40% of 10-11 year olds were overweight. It was reported that there was lots of work taking place to reduce obesity across all age groups. The Coventry Health Challenge had just been launched. One of the key messages was that if you catch COVID, and are as healthy as possible, you were more likely to have a mild illness and recover well. It was recommended that, given the relationships which had been established with supermarkets during the pandemic which were stronger than they had been, officers would explore opportunities to work with them to ask them to support the Be Healthy Coventry agenda.
- Access to GP appointment in a timely manner was a key element of health inequalities. Coventry and Rugby Clinical Commissioning Group would be asked to provide details of GP access across the City for circulation to the Board.
- Supplementary planning guidance had been developed, and been used, to object to takeaways close to schools.
- Members would be provided with information on health promotion through Community Resource Centres via the Community Resilience Team as there was concern they were underutilised.
- There had been research nationally into why BAME communities had been disproportionately affected by COVID-19. The reports did not indicate a genetic link, but suggested it was due to existing inequalities such as poverty and housing as well as higher numbers in occupations which tended to be more front facing and commuting habits, as there was higher use of public transport.
- Local Universities would be approached regarding a possible ethnographic study of a population.
- Quality employment opportunities were key to addressing health inequalities. Much had been done to support businesses during the pandemic, including the distribution of over £50m businesses through the Small Business Grant Fund; Retail Hospitality & Leisure Grant Fund and Discretionary Grant scheme.

Councillor Brown thanked Liz Gaulton and her team for the work being done to address health inequalities.

**RESOLVED that:-**

- 1) The inclusion of health inequalities considerations in everything that goes to Scrutiny Boards and Scrutiny Co-ordination Committee be supported.**
- 2) The inclusion of health inequalities considerations at the beginning of new service or policy development or at the beginning of the review of existing services or policies be encouraged.**
- 3) The Call to Action on health inequalities be endorsed and supported.**
- 4) Public Health be recommended to explore opportunities to work with supermarkets to support the Be Healthy Coventry agenda with a view to tackling obesity.**
- 5) Public Health be requested to speak to the local universities regarding undertaking an ethnographic study of a population to gather qualitative data to better understand the impact of inequalities on BAME groups.**
- 6) The following information be circulated to the Committee:**
  - i. An update from the CCG on access to GP appointments in areas of high health inequality and local estimates in relation to undiagnosed cancers as a result of the pandemic**
  - ii. Current healthy life expectancy in Coventry**
  - iii. Information from the Community Resilience Team regarding work to promote health lifestyle messages in Community Resource Centres.**

**28. Scrutiny Co-ordination Committee Work Programme 2020/2021 and Outstanding Issues**

The Committee considered and noted their Work Programme for 2020/21.

**29. Any Other Items of Public Business**

There were no items of urgent public business.

(Meeting closed at 12.05 pm)



Scrutiny Co-ordination Committee  
Cabinet

4 November 2020  
1 December 2020

**Name of Cabinet Member:**

Cabinet Member for Policy and Leadership – Councillor G Duggins

**Director approving submission of the report:**

Chief Executive

**Ward(s) affected:**

All

**Title:**

**One Coventry Plan Annual Performance Report 2019-20**

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**Is this a key decision?**

No

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**Executive summary:**

One Coventry describes the Council's objectives, key strategies, and approaches. The One Coventry Plan builds on the Council's long-standing principles, setting the vision and priorities for the city: globally connected to promote the growth of a sustainable Coventry economy; locally committed to improve the quality of life of Coventry residents; working together with partners and residents to deliver priorities with fewer resources.

The annual performance report sets out the progress made towards the One Coventry Plan. For each objective, this report sets out the trends, actions taken, and performance metrics, to provide an objective assessment of the progress made.

**Recommendations:**

Scrutiny Co-ordination Committee is asked to:

1. Consider the Council's performance 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 any recommendations from Scrutiny Co-ordination Committee.
2. Approve the performance report.
3. Consider the Council's performance this year and identify areas that they wish to address in further detail.

**List of appendices included:**

Appendix I – One Coventry Plan Annual Performance Report 2019-20  
Appendix II – One Coventry Performance Management Framework 2020-21

**Background papers:**

None

**Other useful documents:**

One Coventry Council Plan [www.coventry.gov.uk/councilplan/](http://www.coventry.gov.uk/councilplan/)  
Council's performance and open data [www.coventry.gov.uk/performance/](http://www.coventry.gov.uk/performance/)  
Performance management framework <https://smarturl.it/PMF>

Equality objectives [www.coventry.gov.uk/equality/](http://www.coventry.gov.uk/equality/)  
Statement of accounts [www.coventry.gov.uk/statementofaccounts/](http://www.coventry.gov.uk/statementofaccounts/)

**Has it been or will it be considered by Scrutiny?**

Yes – Scrutiny Co-ordination Committee 4 November 2020

**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:**  
**One Coventry Plan Annual Performance Report 2019-20**

**1. Context (or background)**

- 1.1 One Coventry describes the Council's objectives, key strategies, and approaches. The One Coventry Plan is for the period 2014 to 2024; and it was last refreshed in 2016. It builds on the Council's long-standing principles (being globally connected, locally committed, and working together to deliver priorities with fewer resources) and sets out new ways of working to help the Council face the challenges of increasing demand and reduction in funding.
- 1.2 The annual performance report sets out the progress made towards the One Coventry Plan. For each objective, this report sets out the trends, actions taken, and performance metrics, to provide an objective assessment of the progress made against previous years and other places.
- 1.3 The Council uses agreed indicators 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. Indicators are selected from key strategies and aligned to directorate priorities and equality and health inequalities objectives.
- 1.4 Further information including infographics, open data, maps and a publication schedule are available at [www.coventry.gov.uk/infoandstats/](http://www.coventry.gov.uk/infoandstats/).
- 1.5 The Council's priorities are delivered through strategies aligned to the One Coventry 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 the organisation's key strategies are aligned to the One Coventry Plan.

**2. Options considered and recommended proposal**

- 2.1 The One Coventry Plan is currently measured using **75** indicators. Of these, **39** indicators improved; **11** stayed the same and **13** indicators got worse. For the remaining 12 indicators, we can't say for **10** indicators and progress is not available for **2** indicators. This means, at the end of March 2020, **79% (50/63)** of directional indicators improved or stayed the same. This compares to 78% (52/67) in 2018/19 and 71% (42/59) in 2017/18.
- 2.2 Covering the period April 2019 to March 2020, this year's annual report reflects the comparative calm and coveted stability pre-pandemic and cannot begin to reflect the significant changes that have happened. However, it would be amiss not to mention the significant impact of COVID-19 – on the city's economic performance, tourism, adult social care, city centre regeneration, poverty reduction, access to culture and sport, reducing health inequalities – indeed every aspect of the work of the Council and the life of Coventry's residents, communities, businesses and organisations. Our intention is for this report to serve as a baseline against which the ramifications of the global pandemic for Coventry will be compared.
- 2.3 Many of the Council's key priorities have an equality dimension or address an inequality caused by economic or social circumstances. Consequently, this report also sets out how the Council addresses these equality and health inequalities.

- 2.4 Members are asked to consider the Council's performance towards the Council's priorities, and to identify areas and issues to be addressed.

### **3. Results of consultation undertaken**

- 3.1 The Council regularly meets with employee representatives, community and interest groups, and partner organisations to help the Council achieve its equality and health inequalities objectives for the city.
- 3.2 Where appropriate, this report uses residents' perceptions to help understand residents' views of the Council and the city.

### **4. Timetable for implementing this decision**

- 4.1 Not applicable.

### **5. Comments from the Director of Finance and the Director of Law and Governance**

#### **5.1 Financial implications**

Delivery of the Council's objectives will have an impact on the Council's overall financial position. However, there are no direct financial implications from 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 indicators or metrics.

Coventry City Council does so as it is committed to providing information that helps the Council work together with neighbours and partners, fulfilling its One Coventry 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 One Coventry Plan, that is, the Council's vision and 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 One Coventry 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 One Coventry 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; to meet the needs of people regardless of their background; and to encourage all people to participate in public life, or in other activities where their participation is low.

Many of the key priorities set out in the One Coventry Plan are also equality objectives. In addition, a specific set of equality objectives has been agreed and progress against these is reported annually to the Cabinet Member (Policing & Equalities). This contributes to meeting the Equality Act 2010 (Specific Duties) Regulations 2011.

#### **6.5 Implications for (or impact on) climate change and the environment**

The Council has confirmed its commitment to addressing the issue of climate change. This report includes environmental progress measures including air quality, 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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Performance Information Officer

**Si Chun Lam**

Insight Development Manager

**Tim Healey**

Senior Analyst

**Service:**

Public Health, Insight & Migration

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Enquiries should be directed to the above persons.

[www.coventry.gov.uk/performance/](http://www.coventry.gov.uk/performance/)

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<b>Amanda Durrant</b>	Head of Payroll Pensions Employee Benefits	Human Resources	01/09/2020	08/09/2020
<b>Anne Brennan</b>	Senior Advisor - Education Improvement 11-19(25)	Education & Skills	01/09/2020	08/09/2020
<b>Barrie Strain</b>	Head of Revenues	Finance	01/09/2020	02/09/2020
<b>Bethany Kitchener</b>	Sustainability Internship	Business, Investment & Culture	01/09/2020	08/09/2020
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<b>Craig Hickin</b>	Head of Environmental Services	Streetscene & Regulatory Services	01/09/2020	02/09/2020
<b>David Woodhouse</b>	Lead Performance Analyst	Education & Skills	01/09/2020	08/09/2020
<b>Debbie Cashmore</b>	Senior Analyst	Public Health	01/09/2020	08/09/2020
<b>Georgina Kell</b>	Youth Offending Service Operational Lead	Children's Services	01/09/2020	08/09/2020
<b>Graham Hood</b>	Head of Streetpride & Greenspace	Streetscene & Regulatory Services	01/09/2020	08/09/2020
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<b>Jane Fowles</b>	Consultant in Public Health Medicine	Public Health	01/09/2020	08/09/2020
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<b>Karen Lees</b>	Programme Manager – Inequalities	Public Health	01/09/2020	02/09/2020
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<b>Michelle Salmon</b>	Governance Services Officer	Law and Governance	18/09/2020	18/09/2020
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<b>Wendy Ohandjanian</b>	Policy, Equalities & Diversity Officer	Public Health	01/09/2020	01/09/2020
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**Approvers:**

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<b>Andy Williams</b>	Director of Business, Investment & Culture	Business, Investment & Culture	11/09/2020	16/09/2020
<b>Colin Knight</b>	Director of Transportation & Highways	Transportation & Highways	11/09/2020	16/09/2020
<b>David Ashmore</b>	Director of Housing & Transformation	Housing & Transformation	11/09/2020	16/09/2020
<b>Gail Quinton</b>	Deputy Chief Executive		11/09/2020	16/09/2020
<b>John Gregg</b>	Director of Children's Services	Children's Services	11/09/2020	16/09/2020
<b>Kirston Nelson</b>	Director of Education & Skills	Education & Skills	11/09/2020	16/09/2020
<b>Liz Gaulton</b>	Director of Public Health	Public Health	11/09/2020	16/09/2020
<b>Pete Fahy</b>	Director of Adult Services	Adult Services	11/09/2020	16/09/2020
<b>Richard Moon</b>	Director of Project Services & Property Services	Project Services & Property Services	11/09/2020	16/09/2020

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<b>Names of approvers for submission:</b> (officers and members)				
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<b>Julie Newman</b>	Director of Legal & Governance Services	Legal & Governance Services	11/09/2020	16/09/2020
<b>Martin Reeves</b>	Chief Executive		11/09/2020	16/09/2020
<b>Councillor G Duggins</b>	Cabinet Member for Policy and Leadership		16/09/2020	29/09/2020

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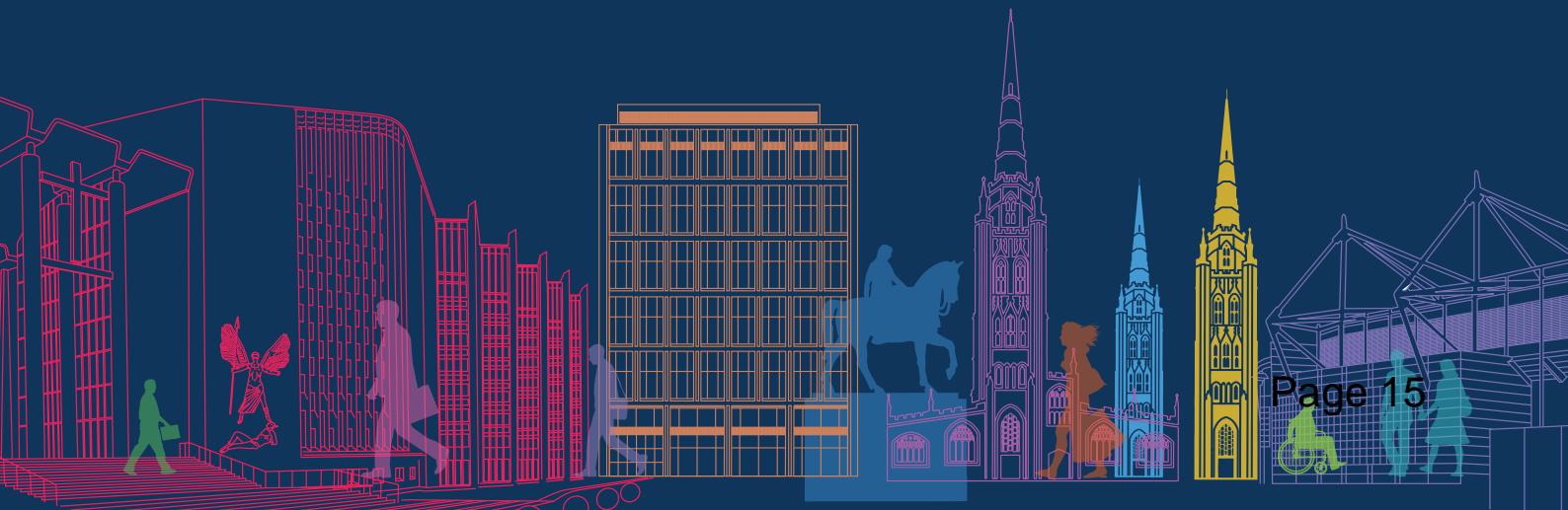
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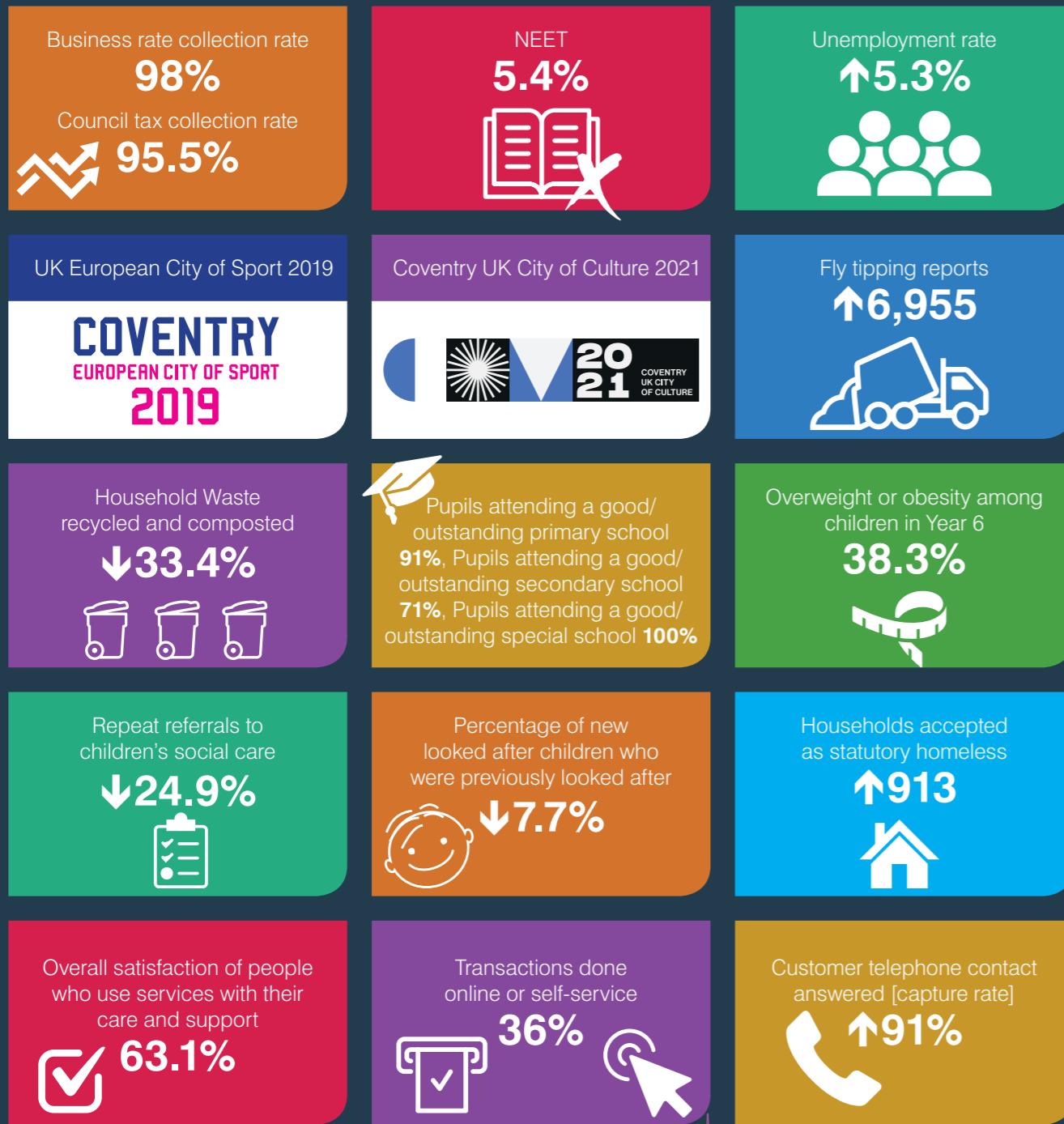
# One Coventry Plan

## Annual Performance Report

### 2019-2020



# Highlights



## One Coventry Plan Annual Performance Report 2019-2020

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# Overview

## One Coventry

**One Coventry** is the narrative that describes the Council's objectives, key strategies, and approaches. It includes the Council's vision and priorities; new ways of working; and core areas of activity. One Coventry will help improve the city and improve people's lives; deliver the Council Plan; better use resources to deliver better outcomes for people; and help the Council meet the challenges of increasing demand and reduction in funding.

### One Coventry Plan

#### Council Plan

The One Coventry Plan sets out our vision and priorities for the city:

##### Globally connected

Promote the growth of a sustainable Coventry economy by:

- supporting businesses to grow;
- developing the city centre;
- creating infrastructure for the city to thrive; and
- raising the profile of Coventry.

And ensure that residents share in the benefits by:

- helping local people into jobs;
- increasing the supply, choice, and quality of housing;
- reducing the impact of poverty; and
- increasing access to arts, sports, and cultural opportunities.

##### Locally committed

Improve the quality of life for Coventry people by:

- creating an attractive, cleaner, and greener city;
- improving educational outcomes;
- making communities safer; and
- improving health and wellbeing.

Especially for our most vulnerable residents by:

- protecting our most vulnerable people; and
- reducing health inequalities.

##### Delivering our priorities with fewer resources

Make the most of our assets and work closer with partners and residents to enable people to do more for themselves.



### About the performance report

This annual performance report sets out the progress made towards the One Coventry Plan. For each objective, this report sets out the trends, actions taken, and performance metrics, to provide an objective assessment of the progress made against previous years and with other places.

#### Indicators

The Council uses indicators 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. Indicators are selected from key strategies and aligned to directorate priorities.

#### Open data

Infographics, open data, maps and a publication schedule are available at [www.coventry.gov.uk/infoandstats/](http://www.coventry.gov.uk/infoandstats/). The Citywide Intelligence Hub, a one-stop data platform providing a "single source of truth" of data and evidence about Coventry is also available at [www.coventry.gov.uk/citywideintelhub/](http://www.coventry.gov.uk/citywideintelhub/)

#### Abbreviations & symbols used

Symbol	Progress	Target status
✓	Improved (or target already achieved)	On-target
✗	Got worse	Off-target
=	Similar, unchanged, or statistically insignificant	–
?	Cannot say; no clear direction of travel	–
🚫	Not available or no updated data	No target set

SN Statistical neighbours (similar authorities)  
WMCA West Midlands Combined Authority  
WMR West Midlands Region  
CIPFA Chartered Institute of Public Finance & Accountancy  
nearest neighbours (similar authorities)  
[www.coventry.gov.uk/performance/](http://www.coventry.gov.uk/performance/)

# A note on the coronavirus (COVID-19) pandemic

## The coronavirus pandemic and the annual performance report

The final weeks of 2019/20 were affected dramatically in the UK and worldwide by the coronavirus (COVID-19) pandemic. It is fair to say that no single event has had such a profound effect on the lives of people in this country since the Second World War.

The pandemic will have a substantial impact on the city – on the city's economic performance, tourism, adult social care, city centre regeneration, poverty reduction, access to culture and sport, reducing health inequalities – indeed every aspect of the work of the Council and the life of Coventry's residents, communities, businesses and organisations.

Covering the period April 2019 to March 2020, this year's annual report reflects the comparative calm and coveted stability pre-pandemic and cannot begin to reflect the significant changes that have happened.

Our intention is for this report to serve as a baseline against which the ramifications of the global pandemic for Coventry will be compared.

While the full ramifications of the pandemic are still to be fully known – and will fall in the 2020/21 financial year, some of the most impactful developments for Coventry in 2019/20 included:

- the halting of universal schooling but with the maintenance of school opening for vulnerable children and those of workers in key sectors;
- the need to ensure food and other support for vulnerable groups
- the ordering of large amounts of personal protective equipment (PPE);
- arrangements providing for a temporary sub-regional mortuary facility;
- responding to changes in the demand for and nature of adult and children's social care and homelessness provision;
- financial support for suppliers of goods and services to the Council;
- processing of cash grants and rate reliefs to business ratepayers and managing reliefs for Council Tax payers;
- ceasing many direct face-to-face services to the public; and
- the wide-scale relocation of several thousand officers from office-based activity to working from home.

## COVID-19 health impact assessment

**Coventry City Council, Warwickshire County Council and NHS organisations in the area have completed a joint Coventry and Warwickshire Covid-19 Health Impact Assessment.**

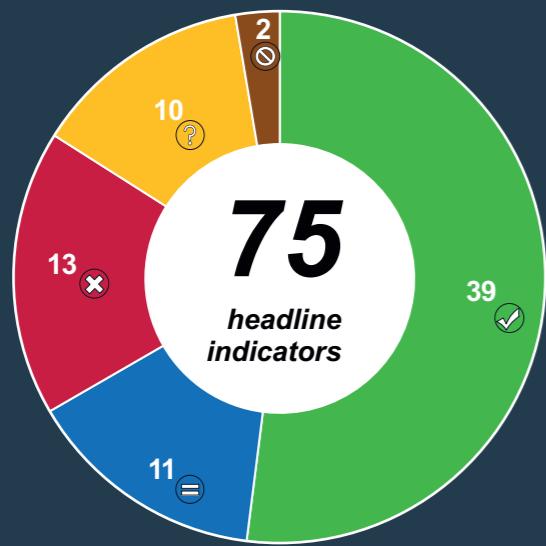
Using metrics and indicators, plus evidence from partners and communities, the assessment considers the impact on:

- the wider determinants of health;
- our health behaviour and lifestyles;
- the integrated health and care system; and
- the places and communities we live in, and with.

The assessment can be read alongside this One Coventry Plan annual performance report to understand the impact that the pandemic is beginning to have in our sub-region.

The assessment can be read at:  
[www.smarturl.it/covid-19-assessment](http://www.smarturl.it/covid-19-assessment).

# Executive summary

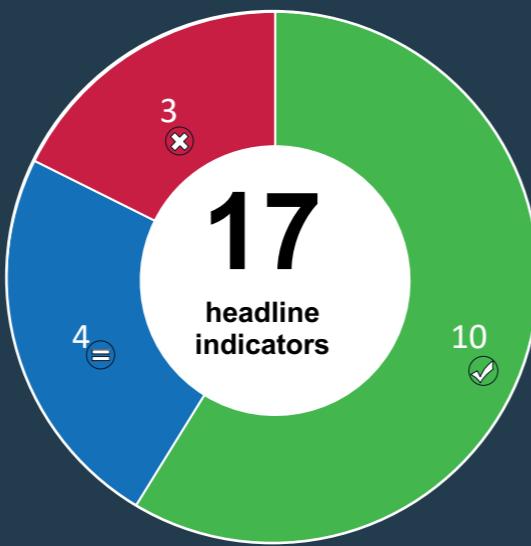


## Overall summary

The One Coventry Plan is currently measured using 75 indicators, of which 39 indicators improved; 11 stayed the same; 13 indicators got worse; can't say for 10 indicators (for example a higher number of domestic abuse offences reported may indicate an increase in cases, but may also reflect better reporting and awareness); and progress is not available for 2 indicators (the overall satisfaction of carers with social services indicator and the breastfeeding rates at 6-8 weeks indicator).

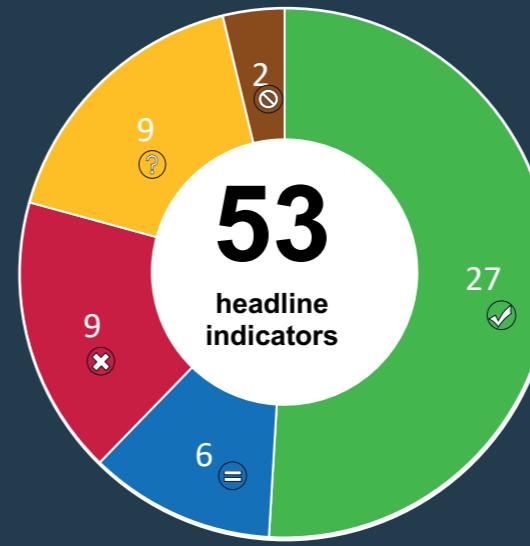
This means, at the end of year, 79% (50/63) of directional indicators (excluding cannot say or not available) improved or stayed the same.

This compares to 78% (52/67) in 2018/19, 71% (42/59) in 2017/18 and 75% (43/57) in 2016/17.



## Globally connected: promoting the growth of a sustainable Coventry economy

In 2019/20, the city faced significant headwinds from a challenging national and international economic climate. While the city's gross value added per head remains higher than the average for metropolitan areas, the rate of economic growth has slowed significantly, even before taking into account the effects of COVID-19 and the associated lockdown. The number of enterprises in the city, and business rates rateable value have remained static; and while the overall employment rate (pre-Covid) is up, unemployment has also increased. This has had an effect on the performance of the city centre, with a decrease in footfall – though not by as much as the national position. Additionally, the city continues to attract new residents, as seen by the increase in the number of domestic properties, particularly larger properties attracting a higher rate of Council tax. The Council is currently delivering significant investments in infrastructure and connectivity including Friargate, City Centre South, Coventry Railway Station, Very Light Rail; attracting events and interest into the city from European City of Sport (2019) to UK City of Culture (2021) to being a Commonwealth Games (2022) host city.



## Locally committed: improving the quality of life for Coventry people

Despite the evident challenges, the Council has maintained its performance across a number of service areas. Roads and pavements have continued to be maintained at a similar standard to previous years; while the standard of overall city cleanliness has been maintained despite yet another increase in the level of fly-tipping in the city.

The city's continued investment into early intervention and in taking a One Coventry partnership approach to working with partner organisations have paid dividends – with more of the city's five-year-olds achieving a good level of development, though challenges remain in reducing the gap between the most and least deprived parts of the city. This has also had an effect on children's social care, as early intervention has helped reduce the number of re-referrals into children's social care, although challenges remain with the number of looked after children. Meanwhile, in education, most attainment measures have seen improvement though there have been some decreases against progress measures.

The city continues to face a multitude of challenges: mirroring national and regional trends, reported crime has increased – though not by as much as other cities in the region. In adult social care, the numbers of people in long-term support has increased, though this is mainly bringing the city closer to regional/national trends, and levels of satisfactions have been maintained.



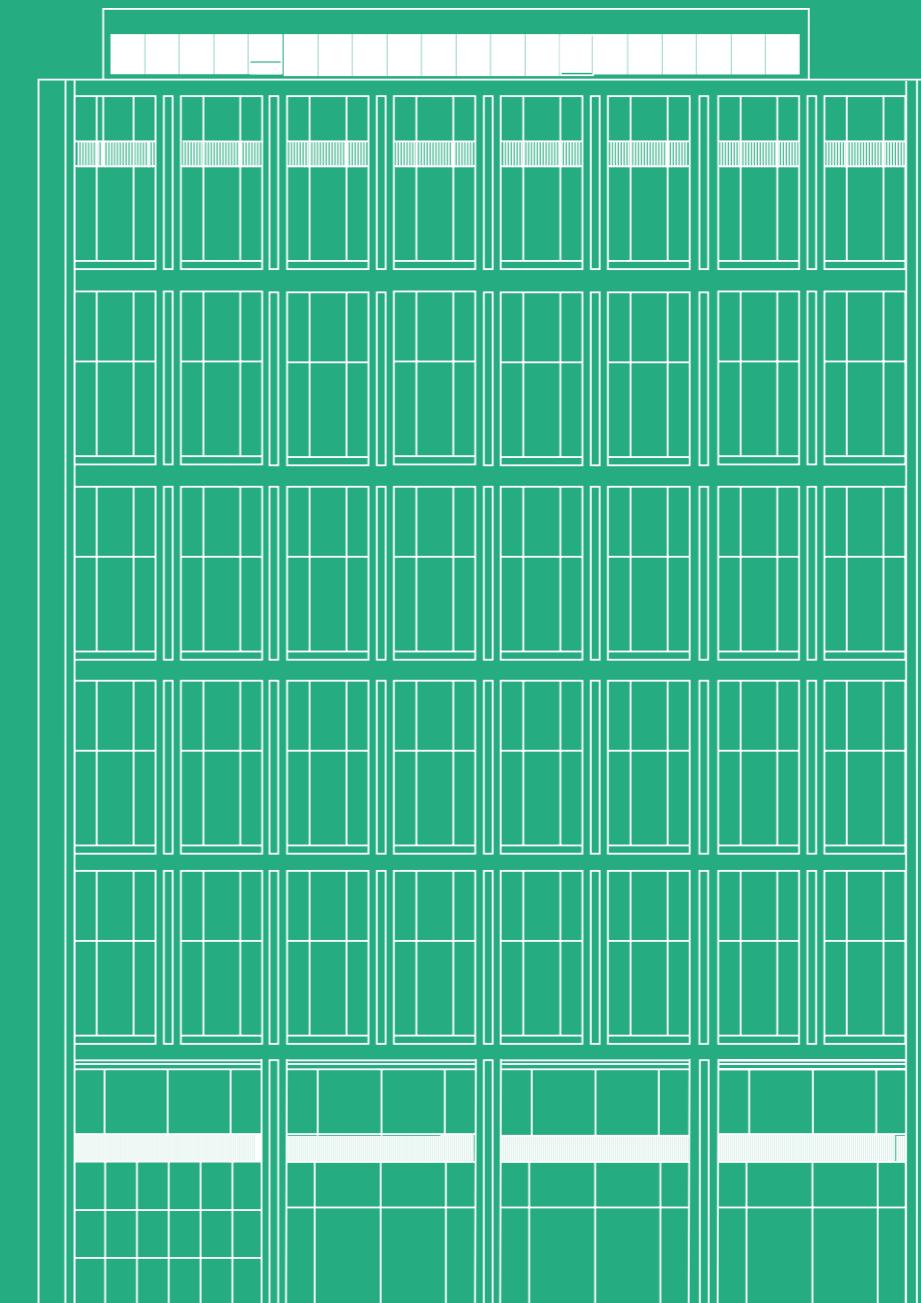
## Delivering our priorities with fewer resources

Looking ahead, COVID-19 is likely to have a significant effect on residents' wellbeing and on the city's economic vitality. The city has adopted a "One Coventry" approach to reset and recover, including critical analysis of how to deliver some of its own services in the future and working with communities and businesses towards regenerating the economy. Significant difficulties lie ahead in the form of COVID-19 issues and the response to these uncertainty in future local government funding, the lack of clarity on Brexit post-December 2020, a global economic downturn and the climate emergency. Taken together this means that the Council will continue to face major challenges in the years ahead.



## Globally connected

Promoting the growth of a sustainable Coventry economy



## ● Supporting businesses to grow

The Council is currently managing three European Regional Development Fund (ERDF) business support programmes – and due to its successes, the programmes have been extended to run until June 2023.

To date the programmes have delivered £2.72m in grants to 135 companies with a further 159 companies and 139 potential entrepreneurs receiving business support via workshops, coaching, 1:1 support and mentoring. Three new products have been created and the programme is aiming for a further 26 before the end of the programme, enhancing Coventry's reputation as one of the top patent-generating cities in the UK. A further 31 companies have been given business coaching specifically covering how to bring innovative products to market. The activity has helped to expand business operations, support entrepreneurs to create new businesses, create jobs, fill vacancies, expand the supply chain, and support the work of the CWLEP Growth Hub. A further 79 businesses have been supported with either an energy audit or business advice to develop new green technologies. The work has also saved 895 tonnes of carbon emissions, helping to create a cleaner, greener future for Coventry.

## ● Business rates remain constant

Coventry's business rates rateable value remained constant at £319m in 2019/20. The city's rateable value has remained relatively constant in recent years. This suggests growth from new properties or those with increased rateable value has been broadly neutralised by those that have been removed from the list or received a reduced rating.



**The Council met its target to collect 98% of collectable business rates in 2019/20**

98% of collectable business rates were collected in-year. This meets the target of 98% for the third consecutive year.

## ● Recent, pre-COVID growth in the local economy has been sluggish

Gross value added (GVA) is a measure of the increase in the value of the economy due to the production of goods and services by businesses operating in Coventry. In recent history, while Coventry has been a major population centre, business activity has lagged, limiting the prosperity of residents. In the past thirty years, given its size, the city has performed below average according to measures of local economic performance, such as gross value added (GVA). In more recent years, the city has experienced good growth, which has led to increased job opportunities for residents.

So GVA gives a high-level summary of the health of the city's economy in terms of its businesses and is lagged behind other measures of prosperity amongst Coventry residents. This update gives us a measure of growth in 2018, so the picture it gives of the local economy is one of Coventry well before the pandemic hit. Overall this measure indicates that growth in Coventry's economy overall had started slowing, perhaps meaning that the city is less equipped to be resilient to the significant impact we are likely to see as a result of the pandemic, than it might have been otherwise. On the other hand, Coventry's GVA per head is higher than the average amongst other metropolitan areas so may be better placed to cope than some other places.

In 2018 it was provisionally estimated that Coventry's GVA aggregated to £9.526 billion, an annual growth of 1.5% compared to 3.1% across England overall - so recent growth in Coventry has been relatively sluggish.

In 2018 the number of jobs at businesses located in Coventry increased moderately, continuing a recent trend. The total number of businesses did not increase in this time, so there was growth in the number of jobs at existing businesses. The growth in jobs at Coventry workplaces add to the picture showing the local economy growing at a moderate pace.

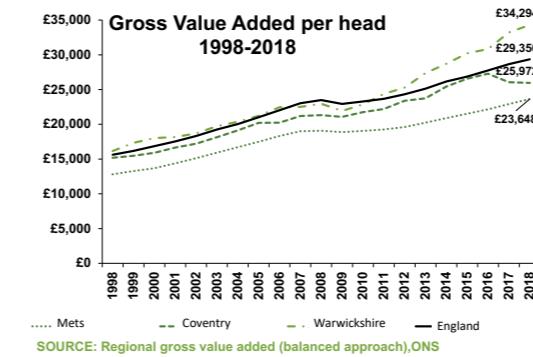
In recent years labour productivity in Coventry's firms has been growing (after a period of stagnancy post-recession) and average productivity is now a little higher than the national average and it is notably better than the average amongst similar local authorities. However, it only grew 1.6% in 2018 compared to 2.2% of an average nationally, and this could be a factor behind Coventry's lower than average GVA growth.

## ● Gross value added

The city is home to some world-class, innovative business clusters. Successful, internationally-significant business sectors in the city and region include advanced manufacturing and engineering; energy and low carbon; connected autonomous vehicles; business, professional & financial services; and digital, creative, and gaming. In 2018, the city is ranked second of 63 city clusters across the UK for the rate of patent applications per population, a sign that the city is innovative.

The evidence presented on the local economy is only available for a period prior to when the Coronavirus pandemic hit and the success of some of these key sectors in Coventry may be challenged or even threatened. There will of course also be threats to other sectors that have been particularly affected across the whole country such as retail and leisure.

GVA per head is a measure used to put the GVA of the city in context given its population size. In 2018 it was £25,972, still notably lower than England overall at £29,356. However, Coventry's GVA per head is above the average amongst a group of similar areas (all metropolitan local authority areas in England not including London), so overall the local economy is relatively healthy compared to similar places.



However, GVA per head actually reduced very slightly (-0.3%) between 2017 and 2018 (this may be revised upwards next year when more data on 2018 economic activity becomes available), this compares unfavourably to England's per capita growth of 2.5% and indications are that there has been a reduction in GVA per head for two years now since 2016. This is largely because Coventry's population has been growing very fast over this time; the value produced by local businesses did not grow as fast as the local population - total GVA grew by 1.5% but Coventry's population grew by more - Coventry has one of the fastest growing populations outside of London. The growth in

the Coventry population is partly being fuelled by the growth of the local universities - most students are economically inactive.

## Creating the infrastructure

### ● Funding secured for transformational schemes

Coventry secured £31.6m in WMCA Devolution Deal funding to help deliver five works packages linked to UK City of Culture 2021 and 2022 Commonwealth Games.

This is in addition to £14m LEP funded money which is currently being used on the Bull Yard schemes and the Upper Precinct schemes.

The aims of the packages and the programme are to ensure a lasting legacy to promote ongoing economic growth for Coventry and the whole West Midlands. The programme aims to get Coventry 'City Ready' to welcome millions of visitors during 2021 and maximise the benefits of this fantastic accolade for the city and wider region to create a lasting impact.

For Coventry there is a need to change perceptions of the city as a place to visit and spend time to attract investment, retain talent and grow the visitor economy. Coventry has one of the lowest graduate retention rates in the UK, the City of Culture programme gives the council an opportunity to change the city and create a place where young professionals want to live, work and play. In addition, the programme will support the delivery of safe and vibrant communities through the creation of high quality public spaces which will help to bring communities together, as well as offering apprenticeship opportunities for local people during scheme construction and ensuring the city is accessible for all.

## ● Transportation

A research and development project that could lead to Very Light Rail (VLR) services operating in Coventry is now well underway.



The formal procurement process is expected to run from January 2020 for 12 months.

The Coventry VLR will be the first system of its type in the country. Lightweight, battery powered vehicles, capable of autonomous operation, will run on specially designed tracks that can be installed with the minimum of disruption.

## ● Developing the city centre

Major improvements have been taking place to Coventry City Centre, including the improvements to Coventry Railway Station, and associated city centre public realm works. These will play a key role in helping to accelerate the development of new commercial sites, attract new private sector investment into Coventry, and increase footfall for city centre retailers. In total, across Coventry and Warwickshire, Growth Deal funding will enable the creation of 13,326 indirect jobs, 5,311 new apprentices, 6,957 homes and the unlocking of 1,062,169 m<sup>2</sup> of commercial space.

## ● Delivering the new boutique hotel on the Friargate Boulevard

One of the Council's key corporate priorities is the realisation of high-quality new hotels within the city to support its economic development, inward investment, and visitor economy ambitions. In August 2019, Cabinet agreed the key terms of a deal with Castlebridge that will result in a 100 bed Hotel Indigo being delivered in the Friargate business district which is anticipated to be open during 2021. As well as being a fantastic new hotel in its own right (alongside a high quality restaurant and bar open to the general public), the hotel will play a key role in enhancing the city's reputation, be a catalyst for the wider Friargate scheme and provide approximately 40 permanent jobs

## ● Delivering Two Friargate

The Council is working with the Friargate Joint Venture to realise the delivery of the next commercial office building within the Friargate business district, Two Friargate. Two Friargate has received planning consent and will provide 134,000 square feet of high-quality commercial office space that will play an important part in the Council delivering its economic development and inward investment objectives for the city. Working with the joint venture, the detailed stages of technical design and procurement preparation are well underway with a start on site expected for later in 2020.

Coventry City Council has approved funding worth £17m that will support the development of a second office building at Friargate with work set to begin in Autumn 2020.

This funding is in addition to the £51.2m grant that the Council received from the West Midlands Combined Authority in 2018 to support the delivery of the first phase of Friargate.

This second building would have 134,000 square feet of lettable, adaptable, state of the art office space which would be on par with the best the region has to offer. In addition to this office space, there will be space available on the ground for a café or restaurant to occupy - creating a vibrant space at ground level – accessible to the public.

A second office building at Friargate is part of the wider plans to expand the Friargate development and to make it and the city an even more attractive place for businesses to invest in.

It is estimated that the scheme will create 700 jobs during the construction phase of the scheme, with many more jobs created when the building is operational.

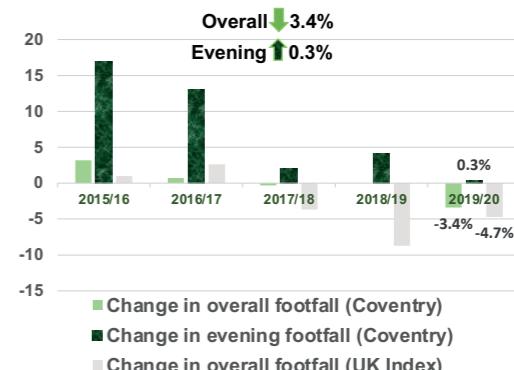
## ● City Centre South

City Centre South is the Council's key regeneration priority for the city centre and will transform seven hectares of the city through a new, mixed use development scheme that will provide hundreds of new homes, a high quality public realm environment and modern, forward looking commercial, leisure and retail spaces. The Council has been working with its development partner, Shearer Property Group, in the preparation of a planning application for the scheme and it is anticipated that this will be submitted to the Council for consideration during 2020 following public consultation and engagement. One of the enabling projects for City Centre South, the demolition of Coventry Point, was completed in Autumn 2020.

## ● City centre footfall

This year uses a slightly different period for 2019/20 to compare to the same period last year. The last few weeks were affected by the lockdown of the UK due to the coronavirus pandemic and this unduly affected footfall figures - if these weeks were included in the calculation we would not be able to judge how much of the fall in footfall has occurred before lockdown. The full effect of the pandemic will be seen in future footfall figures. Looking at the period from week 11 2019 to week 10 2020 (approximately March 2019 to February 2020), footfall across the whole of Coventry City Centre was 3.4% down compared to the same period last year. This compares to a 0% change last year so, while last year footfall was resilient in the face of negative trends on high streets elsewhere, Coventry footfall was this year on a deteriorating trend even before the pandemic hit. However, Coventry's footfall change still compares favourably to a UK benchmark - other places for which we receive data showed a worse average footfall deterioration of -4.7% compared to 2018/19.

## Change in footfall (% year-on-year change)



The city centre has been undergoing significant development to the public realm to improve the environment. During this time parts have been less accessible as barriers have been put up for periods of time, this may have negatively affected footfall.

As it has in previous years, footfall in the evening has performed better than it has in the day time; total 2019/20 footfall between 7pm and 3am was 0.3% higher than it was in 2018/19.

## ● Empty shop units small reduction in 2019

Despite footfall being at lower levels in 2019/20 compared to 2018/19 the number of empty shops was on a falling trend throughout 2019, reaching 46 empty units (1 in 8 retail units in the prime retail area of the city centre) at the end of 2019 (post Xmas) compared to 48 at the same time in 2018 and 61 at the end of 2017.

## Raising the profile of Coventry and arts, sports & cultural opportunities

### ● Encouraging investment

Coventry continues to grow its international presence through active place promotion both in the UK and overseas. The city has a longstanding relationship with partners in China through several recent significant investment deals and this remains a key market. In addition, the City is expanding its international approach and has over the last year begun to actively engage new markets across Europe, Middle East, and Far East. This activity allows the City to demonstrate the pipeline of planned developments ripe for investment as well as the collaboration and investment opportunities created through our leadership in emerging sectors such as electric vehicle battery development and connected autonomous vehicles.

In the last 12 months Coventry has been involved in the delivery of 4 high profile outward missions as part of this new direction to increase its global presence. The City has also hosted 15 international delegations of government officials, businesses and investors over the same time period providing a platform to profile the regions strong economy, excellent relationships with partner organisations, two world-class universities, technical assets and fantastic support services on offer.

Coventry's year as European City of Sport in 2019 saw a massive investment in sport and leisure, thousands getting active, and created a legacy for years to come. During Coventry's year as European City of Sport, many high-profile events were attracted to Coventry, such as European Corporate Games, with over 3,000 people taking part, Street Games National Conference and Velo West Midlands and The Premier League Kicks National tournament with over 80 football league teams represented.

Along with these fantastic events, international ice hockey was played at the Sky Dome whilst England Under 20s played rugby union against South Africa at the Butts Park Arena.

**Community Festivals**, which were hosted in partnership with Vodafone and CityFibre, helped to engage people of all ages in a wide range of sports. In fact, throughout the year, over 170,000 people were supported to become physically active through a variety events, projects, and activities.

**MotoFest** Coventry 2019 saw much increased attendance records, with 229,292 visitors recorded at this year's festival.

In an incredible gauge of the event's rising popularity, MotoFest Coventry recorded its first ever six figure attendance on the first day, as around 140,000 visitors enjoyed the sights and sounds of the UK's largest urban motoring festival.



July 2019 thousands enjoyed family fun at Godiva Festival

More than 75,000 people flocked to the War Memorial Park to enjoy a range of action-packed events at the popular Godiva Festival. It was the first year that the event was ticketed, and the festival, in its 21st year, offered something for all ages, with performances from Busted, Levellers, Afro Celt Sound System, Feeder and Pinkfong Baby Shark, to name but a few.

Visitors also enjoyed plenty of fun in the Family Field, with the mini petting farm, birds of prey, funfair and Go CV Sports and Wellbeing Zone proving popular and there was a tribute to 40 years of 2-Tone, with a performance from The Selecter.

## COVENTRY EUROPEAN CITY OF SPORT 2019

### UK European City of Sport 2019

The city was UK European City of Sport during 2019, holding over 180 events around the city. Summer saw Coventry host Europe's largest corporate multi-sports festival. The four-day event had:

- over 3,000 people take part in 23 sports;
- 170,000+ participants;
- 180 events;
- 7,500 joined the Festival of Running; and
- 10,500 took part in Let's Ride.



August 2019 European Corporate Games was hailed as a great success for the city. The European Corporate Games helped Coventry celebrate its role as European City of Sport - and reinforce its reputation as a 'friendly, welcoming city'.

The Games saw thousands of amateur athletes gather in Coventry for a massive celebration of sport. Council athletes did brilliantly, with many medal performances in a variety of sports.



Thousands take to the streets for Let's Ride September 2019

Thousands of people took advantage of the opportunity to cycle through Coventry's traffic-free streets, as part of HSBC UK Let's Ride Coventry.

A record-breaking total of 10,500 locals got on their bikes to tackle the 5km course, which set off from opposite the Council House, taking in local landmarks and a host of family-friendly activities on the way.



### Commonwealth sports switch for Ricoh

Coventry's Ricoh Arena will be a host venue for rugby sevens, judo, and wrestling at the Commonwealth Games 2022.



### ● Building sports facilities

The Wave destination waterpark and a new 50m pool.

The city's £36.7m waterpark, The Wave, opened its doors to the public in October 2019.

At the centre of the state-of-the-art waterpark are six high octane slides, each offering a combination of speed and thrills.

From the Torrent - which drops riders 20 metres into the plunge pool - to roller coaster rides like the Cyclone, each slide is a unique experience, with light and sound features to ensure complete immersion for riders.

There is also a splash pad area with jets, tipping buckets and smaller accessible slides for toddlers, a lazy river, a poolside cafe and wave pool which churns over 20 million litres of water every day.



The new 50m pool at the [Alan Higgs Centre](#) opened February 2020. Costing £13.5m, Coventry City Council and Sport England funded the project that is now another great addition to the city's fantastic sporting facilities.

Special features of the pool include the moving floor that can be raised to deck level and be lowered all the way to two metres. The pool can be divided into smaller sections using a boom, making it suitable for all events including swimming lessons and galas while also being suitable for swimmers of all ages and abilities. A pool pod to hoist users with disabilities is available along with fully accredited Changing Places facilities.

### ○ Go CV residents' loyalty card

In March 2020 Go CV celebrated its first birthday and thanked partners and all 45,000 of its fantastic card holders for joining in its first momentous year!



Whilst in lockdown residents could not use many of the privileges and benefits that come with the Go CV card, however, people could still sign up and have a browse of the website to see what was on offer. Restrictions are changing all the time and many partners are getting things in place to open safely.



### ○ Coventry City of Culture 2021

Preparations for Coventry UK City of Culture 2021 began in earnest in the year. However the COVID-19 pandemic required an immediate response to protect the City's existing arts and cultural base from the effects of the initial lockdown and to enable an effective recovery to ensure that Coventry UK City of Culture 2021 will still be a national celebration which will linger in the City's memory for generations.

[www.coventry2021.co.uk](http://www.coventry2021.co.uk)

For a full year starting in May 2021, we will celebrate our city with events, music, dance, theatre, and large-scale spectacle. As well as these big celebrations, our city will show its unexpected side, with more intimate experiences and ways to get involved across every ward of the city.

And it is not just Coventry. This celebration will see the entire region get involved and benefit from the opportunities that being City of Culture brings.

A key element of this will be the City of Culture Leadership Programme. The aim of the programme is to strengthen and diversify the next generation of leadership for Coventry's creative sector, to reflect the diversity and cultural strengths of the city.



### ○ Promoting Coventry as a visitor destination

Coventry has seen record breaking growth in the number of people visiting the city in 2019/2020 compared to previous years - and the city's food and drink sector has seen the largest rise.

The figures were set out in an annual report commissioned by the Coventry Destination Management Partnership and Coventry Business Improvement District. The Scarborough Tourism Economic Activity Monitor (STEAM) report is a tourism economic impact model that helps to indicate growth trends and the value of the city's visitor economy. The data provides us with a good benchmark to understand the value of our visitor economy, as well as the COVID-19 and City of Culture 2021 impacts in future surveys.

Highlights include:

- Record breaking growth in visitor numbers from 8.9m in 2016 to over 10m in 2019
- Coventry's visitor economy was worth £594m in 2019 – up 4.6% on 2018
- Coventry is leading CWLEP's visitor economy growth – 4.6% growth in value (Cov) versus 3.5% (CWLEP)
- Both day and overnight visitors are in growth, but we have seen a greater percentage increase in overnight stays versus 2018
- Coventry has a very balanced distribution of contribution from visitor economy sectors, which is positive
- Food & drink sector represents the largest overall contribution (29%) at £110m (up 6.1% on 2018)
- Direct employment from all visitor types rose by 3.3% in 2019 to 5275 – the staying visitor employment increase was 4.7%

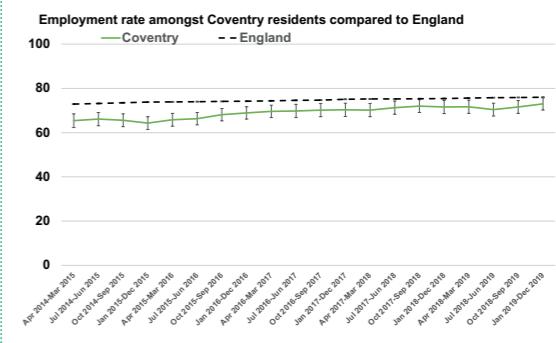
### ○ Helping local people into jobs

Through the CW Skills 4 Growth European Social Funded programme a total of 63 Small and Medium-sized Enterprises have been supported leading to accredited training and qualifications for 263 employees meeting their identified skills needs. In addition, our social value work has resulted in 258 local people employed on sites with Skills & Employment plans.

Recent activity this year has involved liaison with businesses in relation to the transfer of Coventry City Council unspent Apprenticeship Levy funds. This new work which commenced in the latter part of 2019/2020 has so far led to engagement with 4 businesses who have been approved to receive CCC Apprenticeship levy transfers of £124,500 which will fund and support 29 new apprentices in Coventry.

### ○ Strong levels of employment

The number of Coventry residents in employment has been increasing strongly for the last few years and continued to increase in 2019. The employment rate is 73%, with 179,300 of 245,500 working age (16-64) residents in paid work. This rate is lower than the England average, but is in line with other similar areas with a high number of full-time students.



Coventry's employment rate is lower than the national average at least partly because it is home to a relatively high number of full-time students. While a few years ago the total number of residents in employment was increasing but the employment rate wasn't increasing significantly because the total working age population is growing very fast (amongst the fastest population growth in the UK), the overall employment rate has also been on an improving trend for a number of years now. It is significant that the number of residents in employment is growing faster than the total working age population given that Coventry's population is growing so fast. The increase in the employment rate in the last year of just over

1 percentage point is not statistically significant in itself, however the data gives strong evidence that the trend of improvement continued in 2019, so the progress of this indicator is reported as positive.

The total number of residents in employment has been increasing because of increases in both full-time and part-time work. The increase in the number of residents in employment was slightly greater amongst those employed in 'higher skilled' better paid occupations types in general.

The growth in jobs in Coventry and the increase in the employment rate amongst Coventry residents in 2018 happened at a time when growth in overall GVA has been relatively slow. It may be that local jobs have been increasing in less productive sectors for GVA, analysis of changing GVA and jobs by industry gives some evidence to that - although growth in employment amongst residents has been in higher paid occupation types on the whole. There are indications that the total number of jobs at workplaces in Coventry started to fall in 2019 following growth for a number of years. In this context it is positive that the number of Coventry residents in work has continued to increase. Overall, trends of employment for Coventry residents appear a little more positive than the overall economy.

## ○ Unemployment higher than national averages

This gives a sign of unemployment amongst Coventry residents in 2019 before the Covid-19 pandemic. There are already indications from the benefit claimant count (another measure) that unemployment in Coventry increased notably in April 2020 and unemployment will be notably higher as a result of the impact of Covid-19 on the economy. The extent of this and how long lasting the negative impact will be as yet unclear. These 2019 data simply gives us a view of the baseline unemployment level before the pandemic, an indication of the health of the labour market for Coventry residents in 2019, which may help with the picture of how well-placed Coventry is to deal with the pandemic impact.

The 2019 unemployment rate stands at 5.3%, higher than the national average. As with national trends, unemployment in Coventry has been dropping over the medium term, but it increased a little in 2019 and its now higher than the national average again after it had closed the gap in previous years. An estimated 10,300 Coventry working-age residents are

unemployed, 5.3% of all economically active Coventry residents. Coventry's unemployment rate is now a little higher than the average amongst a group of similar local authority areas because of the 2019 increase.

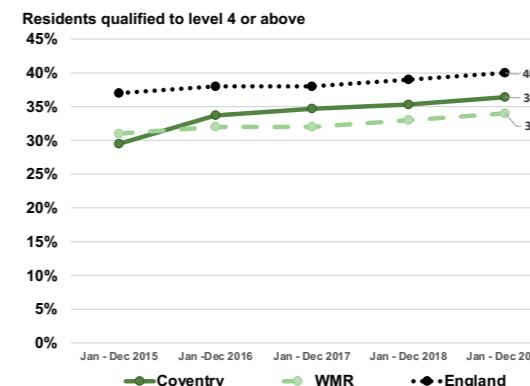
Unemployment has gone up at the same time as employment increased as well. This is because the number of Coventry residents who are economically inactive has continued to fall, despite increases in the number of students in Coventry. So, some residents who were previously inactive are now in employment and a number of others are now seeking work but have not been able to secure employment. National welfare reform policies may have been a factor in these flows. In 2019 there were an estimated 56,000 residents economically inactive, 10,300 unemployed and 179,300 in paid employment.

The unemployment claimant count, which is a different measure that counts the number of residents who are claiming Jobseeker's Allowance or claiming the new benefit Universal Credit due to being unemployed, indicates that unemployment in Coventry is highest in Foleshill ward and lowest in Wainbody ward. As mentioned above, this is a timelier measure of changing unemployment and the data is suggesting unemployment went up sharply in April 2020.

## ○ Increasing qualification levels

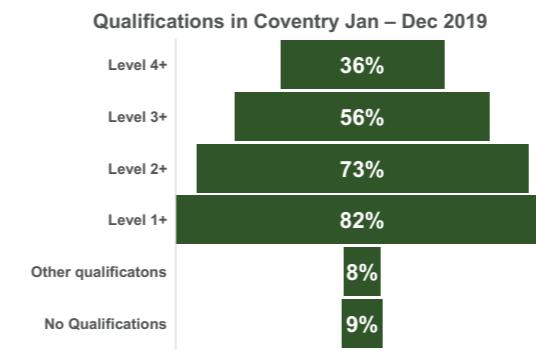
Up until recently Coventry's working age population overall have been less qualified compared to other areas. However, there have been improvements in recent years and while overall the population still is less qualified than the national average, Coventry is now doing well compared to similar areas. A higher proportion of Coventry residents are qualified to higher education level than the regional average and the average amongst local authority areas that are like Coventry. 36% are qualified to higher education level (NVQ level 4+), 89,000 residents. The long term trend of increase appears to be continuing but the increase in the proportion of residents who are qualified to at least level 4 in 2019 was not significant, the trend of improvement has slowed a little for the last couple of years. The recent increase in the proportion of residents with higher level qualifications will be linked to the growth of the local universities. Also, to the recent trend of growth in employment amongst residents and faster growth amongst occupations types that likely require higher qualifications. This data gives a tentative indication of success in the aim

of attracting those in higher paid occupations to live in Coventry where previously they commuted in from their homes outside of the city.



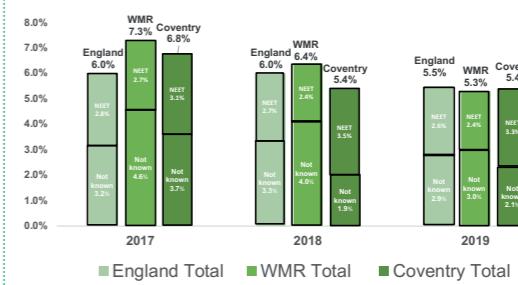
The considerable number of students moving to Coventry to study at the two local universities means that the city benefits from a graduate gain whereby annually the city enjoys a net gain of graduates in employment. However, only an estimated 15% of students moving to Coventry to study stay to work in the city, and so graduate retention is low compared to other cities. If Coventry were able to retain more of those graduating from Coventry University and the University of Warwick, the qualification profile of the city would improve; this requires improving job opportunities for graduates.

At the other end of the spectrum, almost a tenth (9%) do not have qualifications, 22,200 residents; worse than across England overall (7.5%), similar to the West Midlands regional average (10%) and to the average amongst similar local authority areas. This may make it harder for these residents to get into employment, or at least sustain secure and reliable work. However, many of those with no official qualifications are aged 50 and over and many are in work.



These statistics that look at the proportion of residents who have certain qualifications gives some indication of how highly skilled the local population are, but we should note that qualifications is not the same thing as skills required at workplaces. There have been challenges with skills in Coventry whereby businesses have experienced shortages of the skills they need. 8% of Coventry firms who responded to the national Employer Skills Survey 2017 said they have at least one skills shortage vacancy, whereby they are finding it difficult to recruit to a job because the candidates do not have the required skills. Additionally, 12% of Coventry firms said they had skills gaps whereby at least one of their employees did not have all the skills required for the job.

## ○ Young people not in education, employment, or training (NEET)



Coventry's performance has continued to improve over the last three years and the 2019 figure of 5.4% remains below (better than) both our statistical neighbours and national. Coventry is estimated to have 380 NEETs, 16-17 year olds not in education, employment, or training, or whose activity is not known.

## Reducing the impact of poverty

### Growth in median annual pay

Overall, there was zero nominal pay growth for Coventry residents in work in 2019, full time average annual pay fell narrowly during 2019. Rates of employment amongst residents continued to increase during 2019 but average pay is not increasing overall, and this pay data gives a counterbalance to the apparently positive picture of the labour market given by total employment numbers. While the data suggests that increases in employment amongst residents have been greater in 'higher skilled' types of occupations, overall average pay did not increase in that period - this may indicate limited growth in pay across all types of jobs.

Pay growth amongst Coventry residents in employment is worse than the average elsewhere; Coventry's lack of growth (-0.1%) compares to average pay growth across England of 2.7% and it increased by 2.4% across the West Midlands region on average. Average annual pay for Coventry residents in full-time employment is still lower than the national average but slightly higher than the West Midlands regional average. Despite the lack of growth in Coventry, average annual full-time pay is still above average compared to similar local authority areas.

In 2019 there was zero average nominal pay growth amongst all full-time workers from Coventry while average prices continued to rise, albeit moderately. The UK annual inflation rate ran at between 1.5% and 2.0% so for some Coventry residents in employment real incomes were falling. To consider the effect on overall household incomes, the fact real earnings may have fallen a little should be balanced against the fact that an increasing proportion of Coventry residents are in employment. On the other hand, welfare payments to those out-of-work have fallen.

Historically the average earnings amongst all Coventry residents in work have been consistently lower than the average pay by workplaces located in the city; on average commuters into Coventry get paid more. This remains and the gap had not been closing in recent years.

## Gender pay gap

### Gross disposable household income (GDHI)

Gross Disposable Household Income (GDHI) broadly measures the amount of Coventry's GVA that benefits households, the money generated that becomes income for people. Coventry has a low average annual GDHI per head amongst residents. At £15,355 per head Coventry's is notably (about £3,000) less than that of the West Midlands region, and less than that of England (about £6,250). Coventry's residents have significantly less to spend or save after income distribution measures (including taxes, social contributions, and benefits) have taken effect.

GDHI is still low but growth in 2018 was relatively good. Total GDHI, at £5.631 billion, increased by 4.3% in 2018, a similar rate of increase to the England average (5.3%). GDHI per head grew as well, but by less than the national average, 2.4% compared to 4.6% annual growth for England, this is because the total population growth in Coventry in 2018 was at one of the highest rates in the country. It is significant that GVA from Coventry's businesses did not grow in 2018 but GDHI, the household income that results, grew quite well - so while the growth in the local economy was starting to look brittle in 2018, the outcomes for residents remained relatively healthy. However, we can see from another data source (median full-time earnings) that the following year, 2019, saw low growth in earnings from employment - so such growth in household income may not sustain.

While GDHI per head grew faster than GVA per head this year, it remains notable that GVA per head in Coventry is higher than the average for a group of similar local authorities, but it is lower than the same group for GDHI per head. This points to relatively low average income being a particular issue for Coventry. A relatively low amount of the value created by Coventry businesses helps local households as income. Coventry is a population centre; the city's population has been growing strongly for several years and the city is home to 2 successful universities and so is home to many full-time higher education students. These reasons are partly why this measure of household income is relatively low.

## Supply, choice & quality of housing

### A new housing and homelessness strategy

In March 2019, the City Council launched its Housing and Homelessness Strategy 2019-2024. The Strategy is committed to creating not only a sustainable future for the city through delivering 42,000 new homes by 2031 but also focusing on the here and now by preventing and tackling homelessness head on. We want a Coventry where everyone has a place to call home.

The Housing and Homelessness Strategy sets out the council's broad ambitions, focussing on the four key areas of preventing homelessness & supporting homeless households; support for people and communities; improving the use of existing homes; housing development.

### Increase in the number of higher banded properties as a percentage of all properties.

The overall number of properties increased by 3,330 from 143,552 in March 2019 to 146,882 in March 2020. Amongst properties in the higher Council tax bands of C to H, the number of properties increased by 1,132 from 42,259 to 43,391 in the same period. As a result, there has been a slight increase in the percentage of higher banded properties relative to the overall tax base, now at 29.54%.

### Modular homes

July 2019 two modular homes have been installed in Coventry as part of a WM Housing Group modular housing pilot. The homes have been built in partnership with Totally Modular and Coventry City Council. When they were transported to the site at Littlethorpe, Willenhall there were already kitchens and bathrooms installed in the buildings.



## Building new homes and neighbourhoods

### Major regeneration plan for Wyken

A major £7million regeneration project announced July 2019 will see an area of Coventry transformed. The regeneration of an area of Wyken will be the first major project by Citizen, the new name for housing association WM Housing Group and Whitefriars Housing. The project due to be completed in 2024, plans that 93 new homes will be built, and 112 flats refurbished.

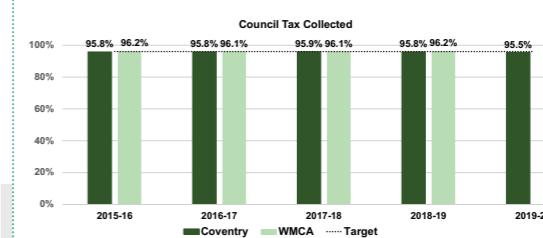


### Council tax

#### Over 95% of Council tax is collected in year

There has been a decline in the overall percentage of council tax collected in year which is reflective of a wider national trend over the past 24 months. In 2019/20 95.5% of council tax was collected compared to 95.7% in 2018/19. It is too early to conclude as to the extent to which collection rates have or will be affected by the COVID-19 pandemic.

The tax base is still buoyant with increases in the number of properties and the amount of council tax available to collect.



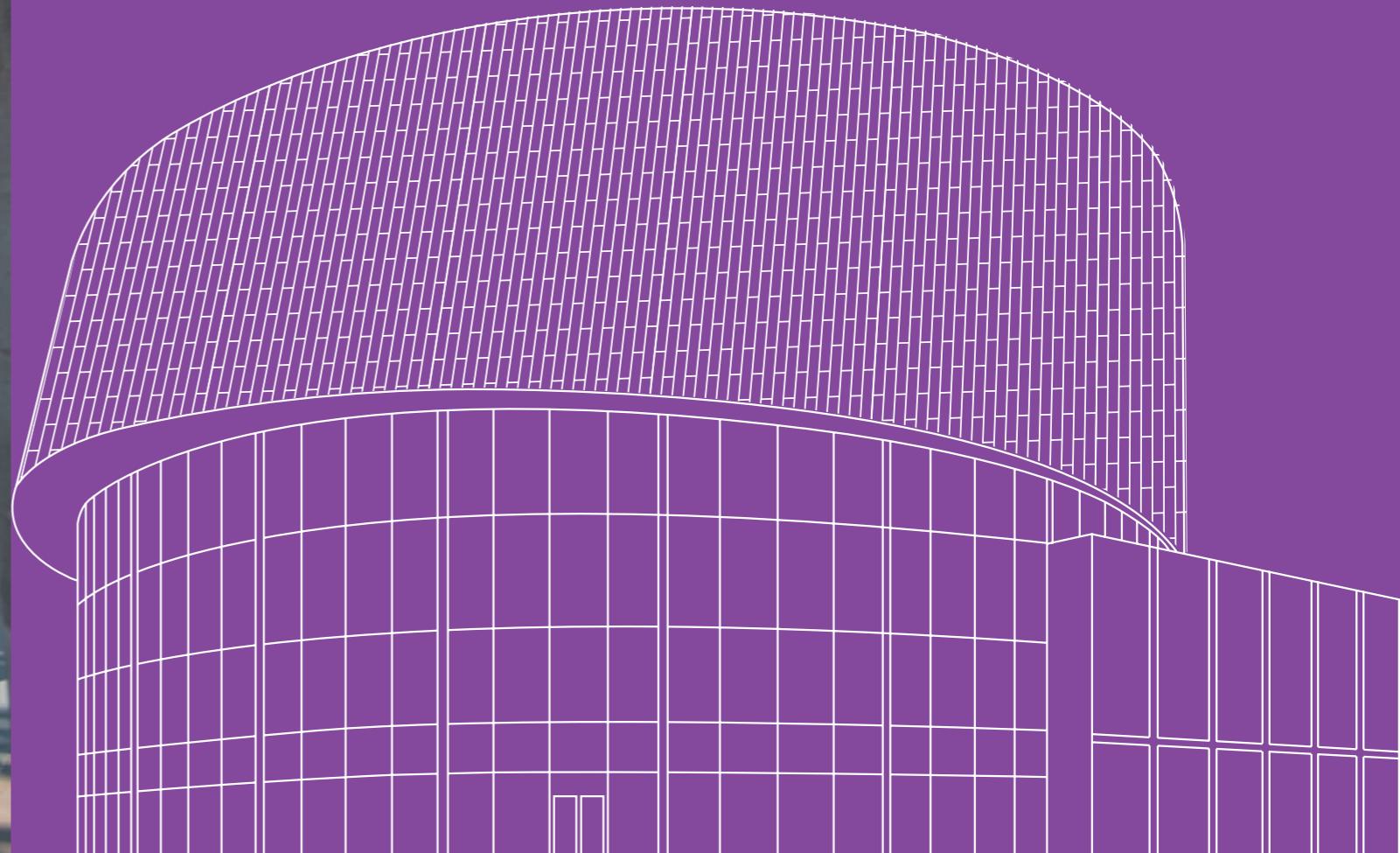
## Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Gross value added (pound per head)	£26,061 (2017 revised)	£25,972 (2018 provisional)	WMR £23,964 (2018 provisional), England £29,356 (2018 provisional)	=	To increase	🚫
Business rates tax base (change from 2002 base)	136.09 (2017/18) revised	138.70 (2018/19)	WMCA 125.20 (2018/19), England 159.64 (2018/19)	✓	To increase	🚫
Business rates total rateable value (and collection rate)	£319m (98.2%) (2018/19)	£319m (98.0%) (2019/20 provisional)	WMCA 97.4% (2019/20), England 98.0% (2019/20)	✓	£318m (98%+)	✓
Active enterprises (number and rate per 10,000)	340 (9,845) (2018)	341 (10,065) (2019)	WMCA 387, Warwickshire 589 (2019), England 522 (2019)	✓	To increase	🚫
City centre footfall (year-on-year % change)	0.0% (2018/19) revised	-3.4% (2019/20)	N/A (No regional data), UK index -4.7% (2019/20)	✗	To increase	🚫
Visitor trips	7,974,000 (2015)	10,030,000 (2019)	N/A (No data), England N/A (No data)	✓	To increase	🚫
Resident employment rate	72% (Jan-Dec 2018)	73% (Jan-Dec 2019)	WMR 74% (Jan-Dec 2019), England 76% (Jan-Dec 2019)	✓	To increase	🚫
Unemployment (model-based)	4.9% (Jan-Dec 2018) revised	5.3% (Jan-Dec 2019)	WMR 4.8% (Jan-Dec 2019), England 3.9% (Jan-Dec 2019)	✗	To decrease	🚫
16-17-year olds not in education, employment, or training (NEET) including not knowns	5.4% (NEET 3.5%, Not known 1.9%) (2018)	5.4% (NEET 3.3%, Not known 2.1%) (2019)	WMR 5.3% (NEET 2.4%, Not Known 3.0%) (2019), England 5.5% (NEET 2.6%, Not Known 2.9%) (2019)	✓	Below (better than) national average	✓
Residents qualified to level 4 or above (working age population)	35% (Jan-Dec 2018)	36% (Jan-Dec 2019)	WMR 34% (Jan-Dec 2019), England 40% (Jan-Dec 2019)	=	To increase	🚫
Median annual pay (full-time employees) of residents	£28,746 (2018 revised)	£28,707 (2019 provisional)	WMR £28,262 (2019 provisional), England £30,661 (2019 provisional)	=	To increase	🚫
Median annual pay (all employee types) of residents	£24,296 (2018 revised)	£24,214 (2019 provisional)	WMR £23,629 (2019 provisional), England £25,118 (2019 provisional)	=	To increase	🚫
Gross disposable household income per head	£14,987 (2017 revised)	£15,353 (2018 provisional)	WMR £18,222 (2018 provisional), England £21,609 (2018)	✓	To increase	🚫
Change in Council tax base (change from 2009 base)	108.83 (2018/19)	109.15 (2019/20)	WMCA 107.76 (2019/20), England 110.92 (2019/20)	✓	To increase	🚫

Indicator	Previous	Current	Comparators	Progress	Target	Status
Total amount of Council Tax in an area and number of properties	£149m (143,552 properties) (31/03/2019)	£157.7m (146,882 properties) (31/03/2020 provisional)	N/A (No data), England N/A (No data)	✓	To increase	🚫
Properties in higher Council Tax bands (C to H)	29.44% (42,259) (31/03/2019)	29.54% (43,391) (31/03/2020)	N/A (No data), England	✓	To increase	🚫
Council tax collection rate	95.7% (2018/19)	95.5% (2019/20)	WMCA 95.8% (2019/20), England 96.8% (2019/20)	✗	96%+	✗



 **Locally committed**  
Improving the quality  
of life for Coventry people



Create an attractive, cleaner, and greener city

### Improving air quality

Coventry residents have been giving their views on a range of schemes which will enable reductions in nitrogen dioxide levels in Coventry without the need to introduce a Clean Air Zone (CAZ). By the end of April 2020 more than 150 individuals and groups have already fed back on proposals – and now because of COVID-19 restrictions the Council has decided to extend the consultation by a further five weeks to enable people to respond. The consultation was due to end on 26 April but was extended to 31 May 2020.



A Class D Clean Air Zone would have affected all vehicles that do not meet certain air pollution standards. For the scheme to work some cars and other types of vehicle would have faced a charge to drive into a large part of the city. The Council always felt there was a better way of achieving the air quality goals, and last year put forward its preferred package of measures. The consultation found a combination of measures in the area around Holyhead Road, through Spon End from Hearsall Lane to Junction 7 of the Ring Road, and on Foleshill Road. All of these are being planned to avoid the introduction of a CAZ.

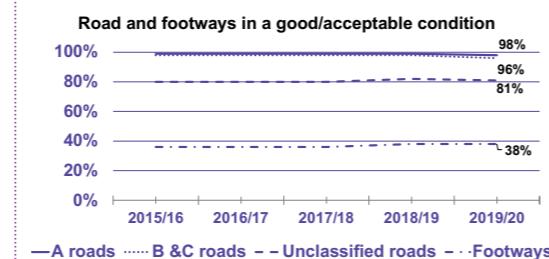
In February, the Government wrote to the Council in support of Coventry's proposals which set out to reduce Nitrogen Dioxide emissions, helping residents through cleaner air and better health.

A legal direction from the Government means that Coventry will need to send a final full business case. The submission date was 19 June but is now likely to be later in the year to reflect the lengthened consultation period. The COVID-19 outbreak and the resulting social distancing, travel restrictions and self-isolation measures has meant evidence of less traffic and NO<sub>2</sub> pollution but the figures are likely to rise once lock-down measures begin to ease.

### Roads and footways

Road network is in a good/acceptable condition

The 2019/20 survey shows 98% A roads, 96%, B & C roads, 81% unclassified roads and 38% of footways to be in a good/acceptable condition

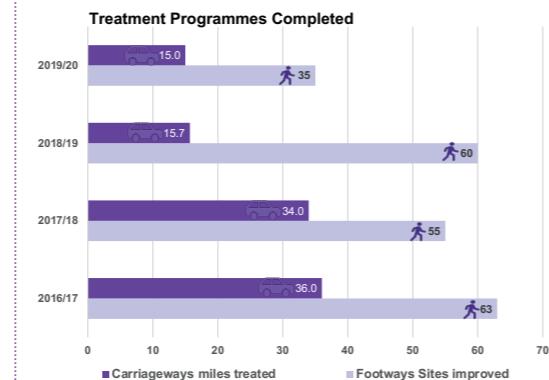


### More priority potholes reported

1528 Priority 1 potholes were reported in 2019/20, compared to 925 in 2018/19.

This increase is attributed to the effect of the very wet winter, with reliable rainfall records dating back to 1892 in Coventry, the period from June 2019 to February 2020 has been the wettest such 9 month period (824.4mm) on record.

In 2019/20 15 miles carriageway treated miles of carriageways were treated and 35 footway sites improved.



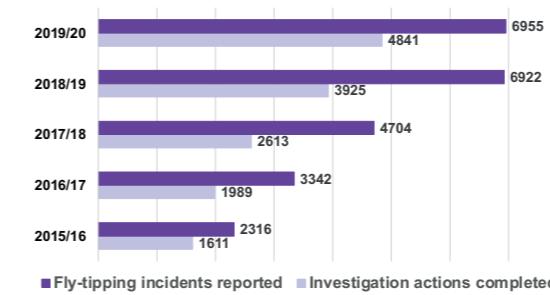
### Additional funding

Our long-standing partnership with Citizen Housing has seen us conduct a further 2.7 million pounds of improvements to our footway networks across the City.

Despite the restrictions placed on us by the COVID 19 outbreak Highways has been resilient with levels of service being kept wherever possible to ensure the road network remained safe for all users.

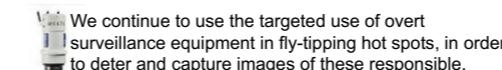
### Fly-tipping

Less than 1% increase in fly-tipping... and a 23% increase in enforcement action taken



In 2019/20 the number of fly-tipping reports increased slightly from 6922 in 2018/19 to 6955 an increase of only 33. While the number of investigating actions has increased by 916 from 3925 in 2018/19 to 4841 in 2019/20.

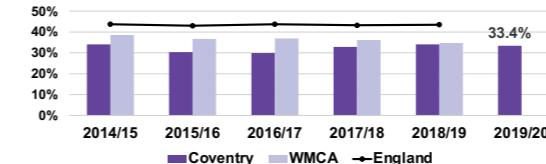
Fly-tipping reports continued to be followed-up with intelligence from citizens and partners including the police and housing associations. 'Hot streets' are identified, allowing resources to be targeted on problem areas.



The Street Enforcement Team has targeted resources towards locations where issues are occurring and at the times that are needed. This will increase the number of front-line patrolling officers, ultimately leading to more community engagement 'on the street', which we have found is the best way to reduce fly-tipping. More officers time is also being devoted to investigating the most serious incidents of fly-tipping and focussing on problem locations

### Challenges in increasing recycling

#### Recycling and Composted Waste



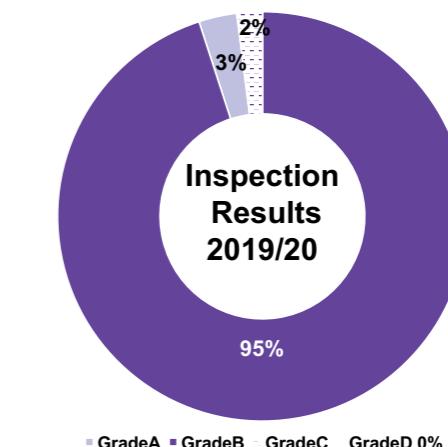
The provisional data for 2019/20 shows that the percentage of household waste recycled and composted has reduced slightly from 34.1% in 2018/19 to 33.4%. Contamination and placement of incorrect materials in the blue bins is still a problem and is being targeted by the Waste Education Team. The team has been

increased and it collaborates closely with round supervisors to identify problem streets and bins. The team is also using social media Twitter and the Recycle Club website to engage with residents.



### Streetpride and cleanliness

98% of inspected sites meet standards



In 2019/20 98% of inspections completed was graded A or B. Inspections are undertaken on a weekly basis by the supervisory team based on the Government Indicator NI195. These inspections have been developed to measure work undertaken by the Streetpride teams, such as cleanliness, fly tipping, graffiti, grass cutting, hedges and shrub beds of the local environment. The frequencies of cleansing have been developed and adjusted over time to manage resources to meet a defined standard (grade B) in the code of practice as far as possible.

### Upkeep of parks

Coventry has some of the UK's best parks

Five of Coventry's most popular parks proved to be some of the best in the country by being awarded a Green Flag.

Longford Park, Cauldon Castle Park, Allesley Park, Coombe Abbey Park and the War Memorial Park were again in July 2019 awarded Green Flags after meeting the high standards set out by Keep Britain Tidy.



## Make communities safer

### Addressing crime and violence

#### An increase in recorded crime

The total recorded crime in Coventry increased in the rolling year to January 2020 to 28,587 from 28,056 in January. This is a 1.9% increase a much smaller increase than in January 2019 which was 9.2%.

The main offences were theft from motor vehicle 2,385 ( $\uparrow 12\%$ ); common assault, 2,198 ( $\uparrow 24\%$ ); assault occasion ABH 2,139 ( $\downarrow 1\%$ ); burglary residential 1,726 ( $\downarrow 18\%$ ); and theft from shop/stall 1,612 ( $\downarrow 23\%$ ).

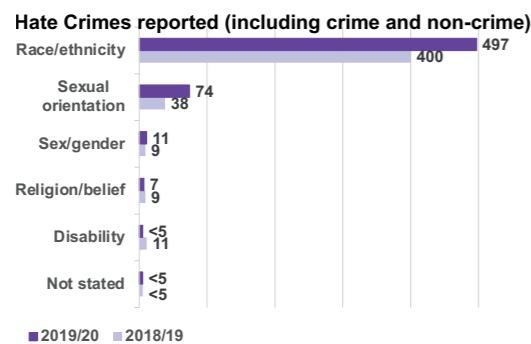
The crime rate per 1,000 population has also increased from 76.5 to 77.9 crimes per 1,000. This is lower than the rate recorded in both Wolverhampton and Birmingham, using the ONS 2018 population estimates. Wolverhampton rate is 95.0 and Birmingham is 100.6 recorded per 1,000 of the population.

### Youth offending

#### Low and declining levels of youth offending

First Time Entrant rates, already at a record low, continue to decrease the rate reduced to 224 in 2019/20 from 235 in 2018/19.

### Hate crime



In 2019/20 the largest category (83%) of hate crime and non-crime incidents recorded were related to the protected characteristic of race/ethnicity; followed by sexual orientation (12%);

sex/gender/transgender (2%); religion (1%) and disability (1%).

Incidents relating to race/ethnicity, sexual orientation and sex/gender all saw an increase in the number of incidents reported in 2019/20

#### Challenging hate crime and supporting victims

A new Hate Crime Panel Process has been developed. The purpose of the group is to review Hate Crime cases and identify support for the victim. The panel has a wide range of groups connected to the panel to provide the support. Partnership working between statutory and community sector organisations is key to the success of this to support victims.

#### Tackling extremism and radicalisation

Tackling the causes of radicalisation is a key element of the work we do to ensure we are building more resilient and safer communities. The Council continues to work closely with our partner agencies and a range of community groups to raise awareness and challenge those extremist groups that seek to divide and cause harm. This includes

- enhanced training for professionals,
- developing resources to support the education sector and
- holding workshops with young people to understand their concerns.

Through Channel Panel – the multi-agency early intervention programme; we have safeguarded and supported vulnerable individuals and families this past year.

#### Preventing youth violence

The West Midlands Violence Reduction Unit invested £160k into the Hillfields area of Coventry (a police impact area) to support work on tackling violence. Over the course of 3 months we took a whole life course approach working with children as young as 2 going right up to adulthood. Preventative activities including programmes in nurseries, schools, and religious settings to build resilience in young people have been delivered. The family hub was opened at weekends in order to provide detached outreach youth work to those entrenched in gang activity to work with them and persuade them to seek help to adopt more positive activity including education, employment or training. A network of professionals including health visitors, policing, community members, early help staff, local radio, pharmacy staff and others has been built to make them aware of the role they can play in identifying those at risk of violence and how to report their concerns.

### Domestic abuse

#### New domestic abuse services introduced July 2019

The new services aim to increase support and encourage those affected by domestic abuse to seek help. It's part of a joint effort by the Council and partner agencies to address the issue and recommission the services, in a bid to improve responses across the city to incidents of domestic abuse services. The collective services are set to include: community-based victim support; a counselling service for children affected, safe accommodation for victims; counselling support for victims of sexual violence; and a perpetrator service



#### Increase in domestic abuse crimes reported

There has been an 11.1% increase in Domestic Violence reported in 2019/20. The number of reports increased from 6,719 in 2018/19 to 7,466 in 2019/20. In 2019/20 there were 4,178 crimes and 3,288 non-crimes reported over the 12 months.

#### 7466 domestic violence offences reported in 2019/20

Females	5922
Males	1354
<b>190 gender not stated</b>	

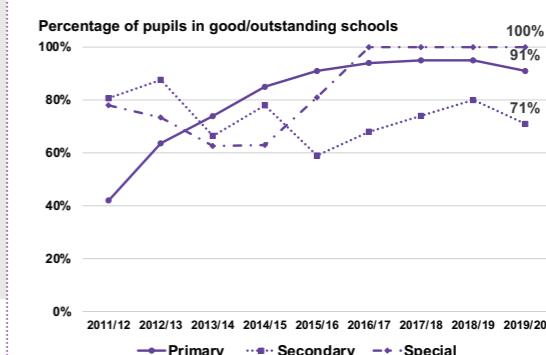
There were 623 more crimes and non-crime reported to the police by females and 99 more reported by males in 2019/20 than in 2018/19.

## Locally committed Improving the quality of life for Coventry people

### Improving educational outcomes

#### School performance

As of March 2020, 91% of pupils attended a good/outstanding primary school – a decrease by 4 percentage points to 91%, the city is still 3% points above national and 5% points above similar authorities. In secondary, 71% of pupils attended a good/outstanding - a decrease by 9% points. Although 9% points below national the city is just 1% point below similar authorities. All Special schools in Coventry continue to be Good or Outstanding exceeding rates for national and similar authorities.



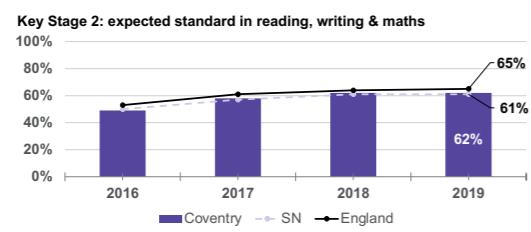
#### Fewer permanent exclusions

The percentage of pupils with permanent exclusions reduced in primary and secondary schools. In primary schools the percentage reduced from 0.03% March 2019 to 0.01% in March 2020. With the introduction of the inclusion support and the interventions by KEYS and GATEWAY the improved picture for primary permanent exclusions has been sustained. In secondary schools the percentage reduced from 0.06% March 2019 to 0.04% March 2020. The supported transfer systems have stabilised the number of pupils out of education and has reduced the number of exclusions. Successful supportive transfers now outweigh the number of failed supportive transfers.

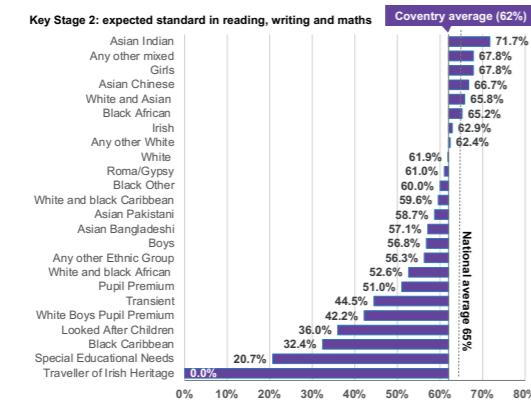
## School attainment

The Council monitors results at the end of year 6 (key stage 2), year 11 (key stage 4) and year 13 (key stage 5).

**At year 6, Coventry pupils continue to perform better than the average for similar areas**

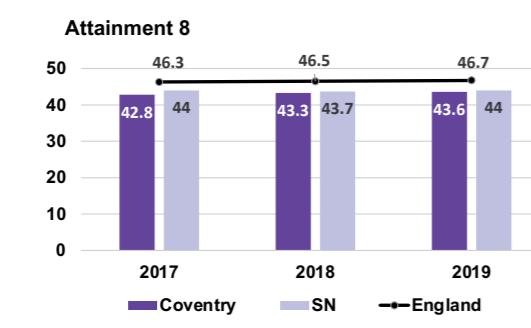


In 2019, the key stage 2 expected standard in reading, writing and maths stayed the same at 62%. This is 1% above the average for similar areas. Over half of the key priority groups have reduced the gap with national average including the city priorities of pupil premium and special educational needs.



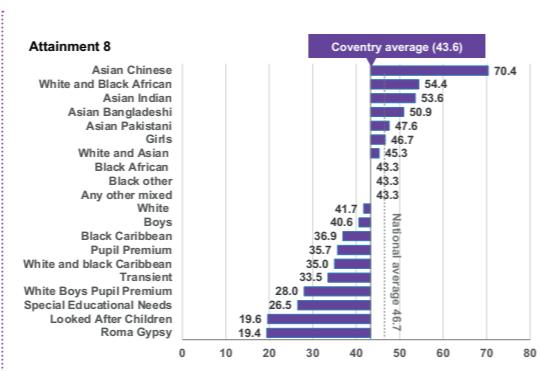
**At year 11, attainment 8 score improved, and the gap narrowed with the national average**

Attainment 8 measures pupils' attainment across 8 qualifications. Coventry's Attainment 8 score improved by 0.3 to 43.6 compared to the national rate of improvement of 0.2 to 46.7. In 2019 at KS4 more priority groups made progress with increased scores.

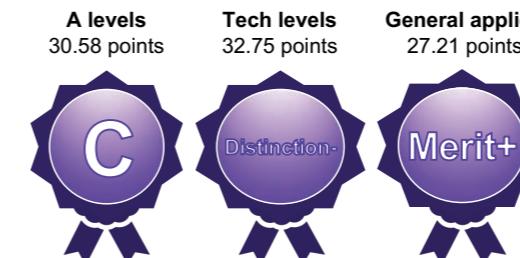


**City performance improved for each KS5 measure and is above target for Tech Level and General Applied.**

The high participation rates in our post 16 provision sees many students achieving great success on vocational courses (Tech Level) and achieving average attainment on the more traditional A Level route where the full range of ability access these courses to progress into Higher Education.



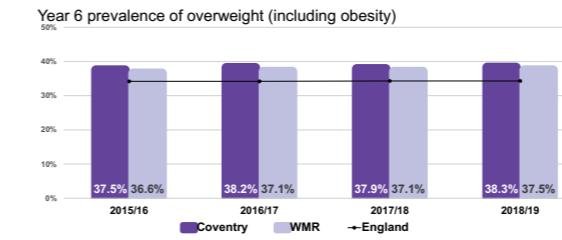
A new point score system was introduced in 2016 (A\*= 60, C=30, E=10).



## Improving health & wellbeing

### Childhood obesity

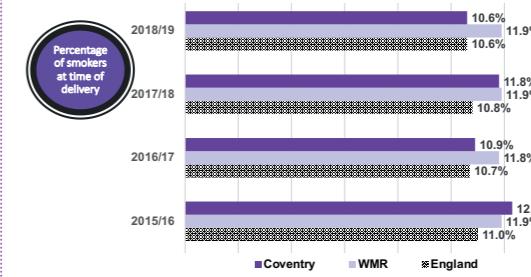
**Almost 40% of the city's 10-11-year olds are overweight**



The recent trend has been stable in line with the national average. The family weight management service (Be Active Be Healthy) transferred to the new Family Health and Lifestyles Service in September 2018. A reduction in childhood obesity is a key outcome for the new service. The service is collaborating with partners focusing on prevention, early intervention, self-care, and the promotion of support within the local community. One example is the Start Active, Stay Active programme which is being delivered to early years providers. The team are working in partnership with School Nurses who are also part of the new service, coordinating the delivery of One Body One Life (OBOL) weight management programmes following the National Child Measurement Programme (NCMP) being undertaken in schools. The service has seen an increased demand for programmes and uptake from families has improved. Outcomes from The Lancaster Model health needs assessment completed in Year 6 are also being analysed to incorporate learning into programme delivery and supporting the offer from the Family Health and Lifestyles Service to schools.

**Smoking has reduced but challenges remain**

Smoking status amongst new mothers at time of delivery for Coventry in 2018/19 has improved from last year and is statistically like England's.



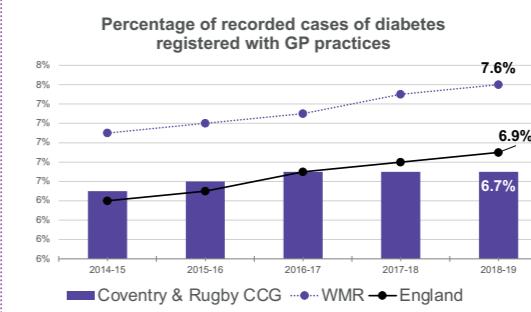
In 2018/19 over 300 women sought support from stop smoking services to quit, 131 achieved abstinence by the time of delivery.

In addition to these, 17 family members also achieved a 4-week quit as part of the service's whole family support offer. Although the prevalence of smoking has been reducing, the number of women achieving abstinence from cigarettes at time of delivery from a Stop Smoking Service has remained consistent over the last few years. The Stop Smoking in Pregnancy service transferred to the new Family Health and Lifestyles Service in September 2018 and the service has contributed towards the recent review undertaken as part of Local Maternity System work which will influence the ongoing development of the service.

### Diabetes

**Diabetes prevalence remain stable**

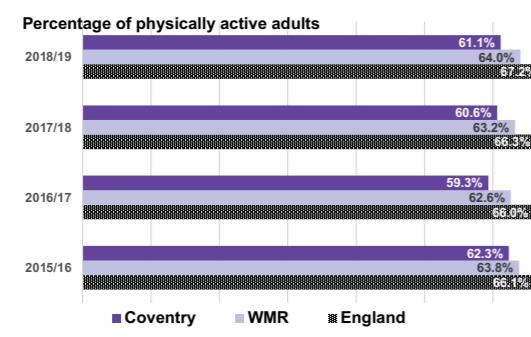
Overall diabetes prevalence is still stable. A range of initiatives are in place to improve our approach to prevention and management of diabetes. The National Diabetes Prevention Programme has been active since April 2018 across Coventry and Warwickshire and transitions to a new provider in April 2020.



We have continued to improve our self-care, patient information and education offer including a range of digital resources. We have held a range of diabetes awareness events reaching out to local communities and offering community based testing and risk management, including events at local Gurdwara's for World Diabetes Day in November 2019 and recruitment and mobilisation of diabetes community champions. We have also been working to improve our support offer for children, young people and their families living with diabetes.

## ● Physically active adults

Survey shows 6 in 10 adults are physically active



The data is drawn from the national Active Lives Adult Survey by Sport England.

The city has a widening inequalities gap around gender and inactivity rates; women and girls are the highest group of inactive residents in the City followed by those with long term conditions. Coventry was the European City of Sport last year which offered wider opportunities and targeted programmes to address inequalities and improve wellbeing.

New leisure facilities were also opened last year, and the Go CV scheme has been launched and targeted at every resident with incentives and staggered membership rates to increase engagement.

## ● Year of Wellbeing 2019

The Coventry and Warwickshire Year of Wellbeing campaign 2019 set out to raise the profile of local prevention opportunities and to encourage to take their own initiative to improve their own health and wellbeing. There were 4 themes for the year:

- child physical activity
- workforce wellbeing
- loneliness and social isolation, and
- celebrating personal successes

Our Year of Wellbeing has enabled Coventry to prepare for 3 significant opportunities

- European City of Sport in 2019,
- the Coventry UK City of Culture in 2021, and
- the Commonwealth Games in 2022.



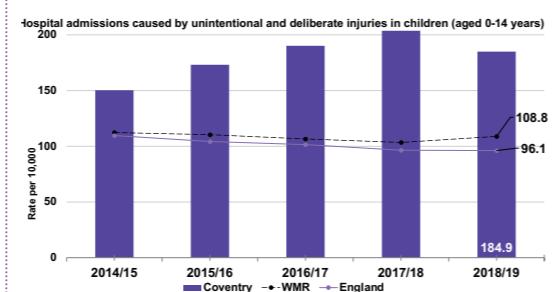
It was a fantastic 12 months in Coventry and Warwickshire. So many people made pledges to be more active, work together more effectively, eat healthier and look after one-self better.

Building on the success of the Year of Wellbeing, the city is continuing to promote wellbeing through a new branding, wellbeing for life.



## ● Childhood injuries

The city's local safeguarding children board is working to prevent both unintentional and intentional injuries in children.

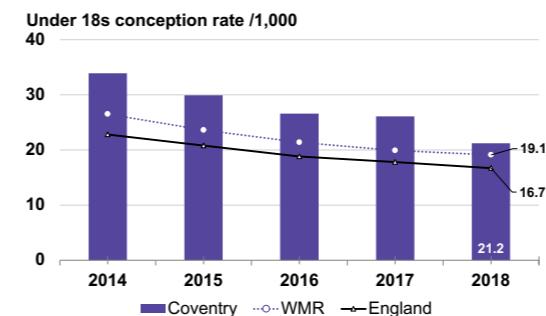


Hospital admissions caused by injuries in children 0-14 per 10,000 appears to have improved since the previous year in Coventry. The Family Health and Lifestyles service which includes agencies such as Health Visiting and School Nursing have continued to work in collaboration with partners such as Family Hubs on improving this indicator through joint

campaigning, raising awareness with parents and linking in with national organisations such as Royal Society for the Prevention of Accidents (ROSPA) and Child Accident Prevention Trust (CAPT) to create joint action plans. In-depth data analysis has shown hospital practice accounts for the outlier statistics of hospital admissions caused by injuries in children 0-14 compared to west midlands region, data has been presented to Children and Young Peoples Partnership Board and the Coventry Safeguarding Children Partnership who are aware.

## ● Conceptions to under 18s

Fewer conceptions to under 18s



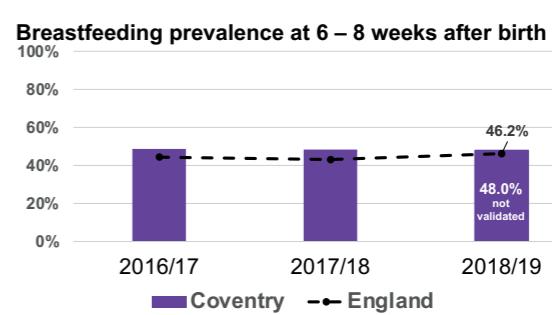
Under 18 conceptions continue to reduce. The latest figures released show the Coventry rate reduced from 26.1 in 2017 to 21.2 in 2018.

## Protecting our most vulnerable people

The Council helps to keep children and adults safe from harm; provide early intervention for families; and prevent homelessness, while services continue to face significant and sustained pressures.

## ● Breastfeeding

This year's data for breastfeeding prevalence at 6 to 8 weeks is unavailable, as the data did not meet Public Health England (PHE) requirements for reporting. A breastfeeding status of 94.3% of those eligible was reached however PHE only report a confirmed figure if a breastfeeding status of 95% is reached. Coventry's unvalidated data figure at a breastfeeding status of 94.3% is 48%. It appears breastfeeding rates in Coventry have remained consistent however analysis shows that we have areas in the city where rates are significantly below this average.

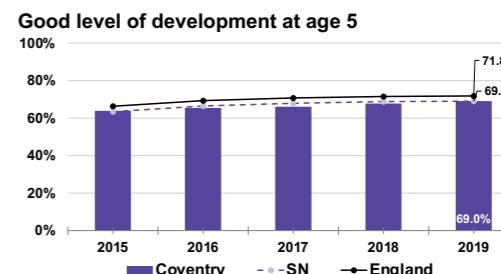


The Infant Feeding Team transferred to the Family Health and Lifestyles Service in August 2018 and are working closely with Health Visiting to improve rates. The service is working across the city and looking at how the team can focus on supporting areas with low take-up or maintaining breastfeeding rates on discharge from hospital. The service has been offering several drop-in sessions, telephone advice and information to promote breastfeeding.

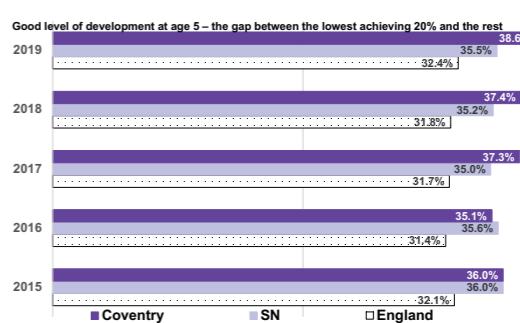
## ● Early years

More five-year-olds achieve a good level of development

In 2019 Coventry achieved 69% of pupils achieving a good level of development an increase from 67.8% in 2018. Coventry's improvement is at a faster rate than national (1.2 percentage points compared to 0.3 percentage points)



The gap between the lowest achieving 20% in the early years and the rest has increased

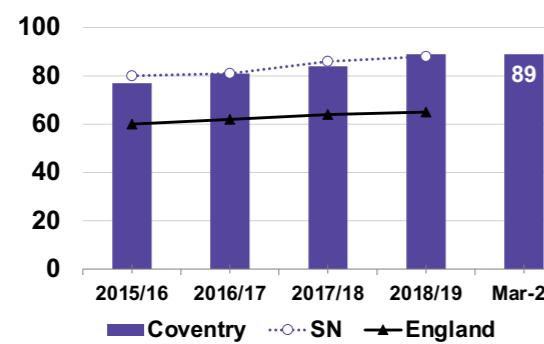


The gap in Coventry (38.6% in 2019) between the “lowest achieving 20%” in the early years and “the rest” is now over 6% points more than the same figure nationally showing a 32.4% gap. Closing the gap with those in poverty remains a city priority and integral to Coventry’s Early Help model. In addition, new termly monitoring of pre-school Foundation Stage assessments across Schools and Private & Voluntary Aided providers is being scheduled for 2020/21.

## ● Children's services

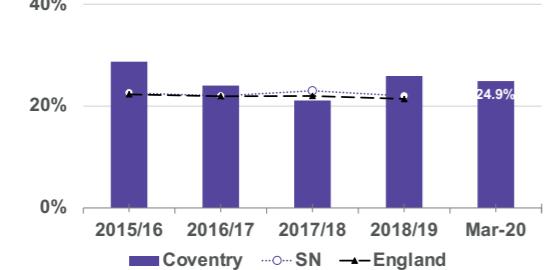
Provisional data shows the city's looked after children rate remains the same at 89 per 10,000 of the population under the age of 18.

### Looked after children rate

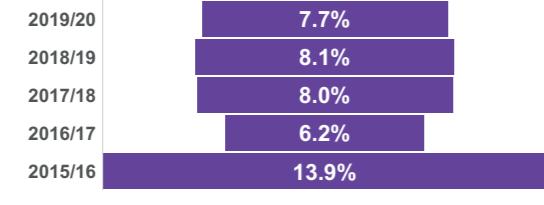


Repeat referrals to children's social care have reduced and the percentage of new looked after children who were previously looked after has also reduced. Repeat referrals reduced from 25.9% in 2019 to 24.9% in March 2020. The percentage of new looked after children who were previously looked after reduced from 8.1% to 7.7%.

### Repeat referrals to children's social care



### Percentage of new looked after children who were previously looked after



The percentage of common assessment framework assessments closed with all actions complete has increased from 69% March 2019 to 72.8% in March 2020.



### Children's Services - transformation update

The pandemic and lockdown have not been able to slow the ongoing transformation of Children's Services.

The joint forces of the Transformation Team and Businesses Systems Team have made sure the journey to 'good' has kept its momentum.

The project to transform and improve Children's Services has embraced system change, particularly the development of digital solutions, to make sure the city's most vulnerable children are getting the best outcomes.

Despite the lockdown restrictions, recent improvements include:

- The redesign of business processes and forms for Signs of Safety to allow early help for vulnerable children and families before issues become more profound
- The continued drive to increase the number of internal foster care placements
- Moving to electronic processes for our Residential Services, through the implementation of a new module in the Children's Case Management System (LCS)
- A ground-breaking partnership between Through Care and Severn Trent to provide Care Leavers with a 70% discount on their water bills.

### Tackling substance misuse/risk-taking behaviours

Healthy Lifestyles Coventry is a FREE, face-to-face, or online service supporting clients to improve their health and wellbeing. The service promotes health by supporting weight loss, stopping smoking, alcohol reduction, increasing physical activity and providing statutory services like the NHS Health Check.

In the year, 1,453 (an increase of 381) completed a programme with the service, 14,800 NHS Health Checks were completed, 1,600 clients quit smoking, 550+ clients lost a minimum of 3% of their weight, and 700+ increased their levels of physical activity. 60% of these clients maintained their new lifestyle after 12 months. By taking a whole-person approach, of the 120+ clients reduced their alcohol consumption to within HM Govt. guidelines, 39% also went on to lose 3% of their weight.

The Change Grow Live service works to help those people whose substance misuse and risk taking behaviours cause substantial health and social problems. The Coventry service was rated as "Good" across the board following a Care Quality Commission inspection in 2019. Between 2018/9 and 2019/20 Change Grow Live saw an

- increase in the number of new clients (from 876 to 926),
- an increase in the total number of people in structured treatment (from 1647 to 1685) and
- an increase in the number of people successfully completing treatment (from 333 to 400)

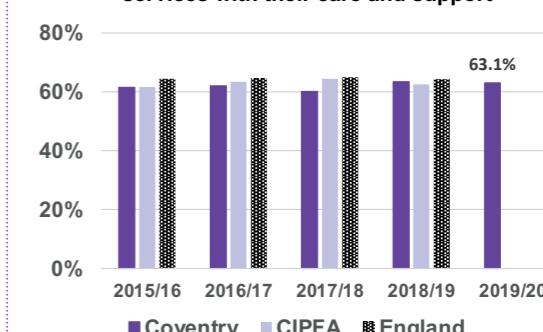
Change Grow Live provide training for health and social care practitioners and in first 9 months of the year 678 people completed training with them.

In response to the fact that the biggest cause of death among those in treatment was respiratory disease, Change Grow Live introduced micro-spirometry checks at assessment to identify Chronic Obstructive Pulmonary Disease as early as possible

## ● Adult social care

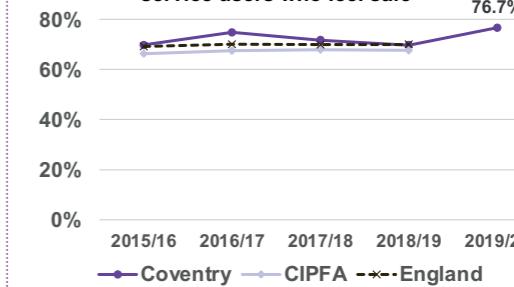
The number of adult social care service users receiving long term on-going support increased from 3,287 in March 2019 to 3,405 in March 2020 an increase of 3.6%. The number and rate have stayed at a similar level over the last 5 years and remains lower than comparators. In 2019/20 10,534 adults contacted social care who had not previously received social care support. This is an increase of 1.6% from 2018/19. The number of adult safeguarding S42 enquiries (532) and rate per 100,000 population (185) have both fallen in comparison with last year. Proportion of adult social care service users placed in regulated adult social care services rated as inadequate has increased to 4.2%. As of 31st March 2020, 34 people were placed in residential and nursing care within the City that are rated as CQC inadequate out of 814 people placed. The overall satisfaction of people who use services with their care and support remains at a similar level to last year and is similar to our CIPFA nearest neighbours. In Coventry 63.1% satisfied in 2019/20 and 63.4% were satisfied in 2018/19.

### Overall satisfaction of people who use services with their care and support



The proportion of adult social care service users who feel safe has increased from 69.7% in 2018/19 to 76.7%.

### Proportion of adult social care service users who feel safe



## ● Housing and homelessness

### More households accepted as statutory homeless (in priority need)

The number of households accepted as statutory homeless (in priority need) increased from 388 in 2018/19 to 913 in 2019/20. The past year has seen an increase in approaches to the service. This has translated into much higher main-duty decisions being made, due to carrying over backlog cases into the year from the previous financial year. The number of households accepted as statutory homeless (in priority need) increased from 388 in 2018/19 to 913 in 2019/20. The past year has seen an increase in approaches to the service. This has translated into much higher main-duty decisions being made, due to carrying over backlog cases into the year from the previous financial year and concentrating on getting these outstanding case decisions up to date. The team has seen lots of recruitment activity throughout the year to ensure staffing numbers are correct and the introduction of a new structure with the Accommodation Team being set up. There has also been a year on year increase in approaches to the services, 2018/19 3789 approaches and 2019/20 4530 approaches.

## ● More homelessness cases prevented and relieved

The number of cases prevented and relieved increased from 413 in 2018/19 to 552 in 2019/20. More staff have been recruited and this has reduced the backlog leading to increased successful outcomes at preventions and relief stages. This has significantly increased in February and March 2020 which will go into 20/21. The introduction of appointments has seen an increase in cases going onto prevention to give more opportunity to work with customers to resolve their circumstances before they may move into relief and have consideration for temporary accommodation.



## ● Rough sleeping in city

In July 2019 the Council and dozens of other city agencies increased their efforts to help rough sleepers in the city.

A Rough Sleeping Co-ordinator was set to start, while outreach workers were linking with other agencies specifically to improve partnership working in helping rough sleepers into accommodation.

A scheme to provide housing and support to more than 100 rough sleepers was also underway, and a forum in place to link agencies to share the best approaches to working with people sleeping on the street.

Launched in February 2020, Change into Action is an alternative giving scheme supporting local specialist charities and street teams working to change the circumstances of rough sleepers and those at risk of rough sleeping in Coventry.



Agencies in the city working together to address street homelessness, businesses and councillors joined by the Mayor of the West Midlands to give their backing to the approach which is already operating in Birmingham and Solihull in the region.

## ● Caradoc Hall – A One Coventry Approach

A refurbished housing scheme providing dozens of temporary homes in Henley Green welcomed its first families February 2020.



Caradoc Hall in Henley Green provides 102 family temporary homes for families who have applied to the Council as homeless. All of the flats have undergone a significant refurbishment. The completion of Caradoc Hall required a challenging (but rewarding) outcome focussed approach between many Council departments, private and third sector partners, in a true One Coventry approach.

## Reducing health inequalities

### ● Healthy life expectancy

Healthy life expectancy at birth figures for Coventry residents are not significantly different to the England average. The latest data 2015-17 remains similar to the 2014-16 data at 62.9 years for male healthy life expectancy at birth and 63.5 years for females.

However, people in Coventry on average, have a shorter life expectancy than the average for the country. The Director of Public Health Annual Report 2019: Bridging the Gap focussed on inequalities in the city and illustrates a range of factors that contribute to inequalities in life expectancy and healthy life expectancy. In Coventry there is a large gap between healthy life expectancy and life expectancy between people in the highest socioeconomic groups and those in the lowest socioeconomic groups,

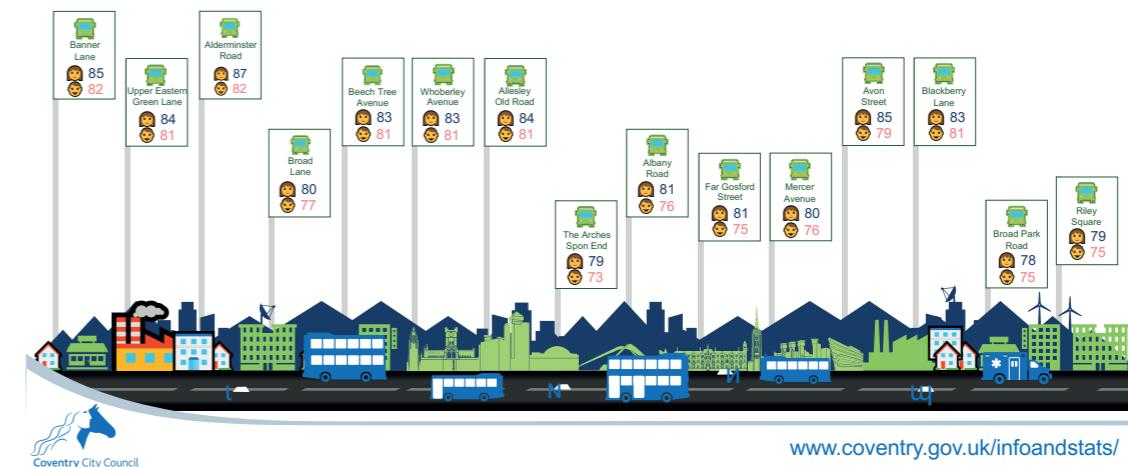
representing a large window of need when people start to require more support from health and care services. Life expectancy and healthy life expectancy are overarching indicators of the wellbeing of our residents and wide range of indicators and actions across the Council Plan contribute to this picture.

The city's Joint Health and Wellbeing Strategy, developed in partnership with senior leaders from across the public and voluntary and community sectors, sets out a four-year vision for health and wellbeing in Coventry and will be used by local health and care partners to inform plans for commissioning services and shape how we work together to meet health and social care needs and address the social determinants of health. The current focus is on loneliness and social isolation, young people's mental health and wellbeing, and working differently with our communities.

## Life expectancy at birth in Coventry 2013-2017

Coventry's former bus route 10 crosses the city's more affluent and more deprived neighbourhoods. It illustrates the stark differences in life expectancy across the city – a gap of 9 years for males and 9.4 years for females.

14 June 2019



## Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Principal roads (A roads) in a good/acceptable condition	99% (2018/19)	98% (2019/20)	N/A (No data), England N/A (No data)	✓	95%	✓
Non-principal roads (B and C roads) in a good/acceptable condition	98% (2018/19)	96% (2019/20)	N/A (No data), England N/A (No data)	✓	95%	✓
Unclassified roads in a good/acceptable condition	82% (2018/19)	81% (2019/20)	N/A (No data), England N/A (No data)	✓	80%	✓
Footways and pavements in a good/acceptable condition	38% (2018/19)	38% (2019/20)	N/A (No data), England N/A (No data)	✓	38%	✓
Fly-tips reported in the city	6,922 (2018/19)	6,955 (2019/20)	N/A (No data), England N/A (No data)	✗	<6576	✗
Household waste recycled and composted	34.1% (2018/19)	33.4% (2019/20) provisional	WMCA 34.7% (2018/19), England 43.5% (2018/19)	✗	To increase	✓
Cleanliness levels- Grade A	2% (2018/19)	3% (2019/20)	N/A (No data), England N/A (No data)	✓	3%	✓
Cleanliness levels- Grade B	94% (2018/19)	95% (2019/20)	N/A (No data), England N/A (No data)	✓	95%	✓
Cleanliness levels- Grade C	4% (2018/19)	2% (2019/20)	N/A (No data), England N/A (No data)	✓	2%	✓
Cleanliness levels- Grade D	0% (2018/19)	0% (2019/20)	N/A (No data), England N/A (No data)		0%	
Crime (rate per 1,000 population and number of crimes)	76.5 (28,056 crimes, +9.2%) (Jan 2019 rolling year)	77.9 (28,587 crimes, +1.9%) (Jan 2020 rolling year)	Wolverhampton 95.0, Birmingham 100.6 (Jan 2020), England N/A (No data)	✓	To decrease	✗
Drug offences and drug markers recorded	479 drug offences and 890 drug markers (2018/19)	530 drug offences and 817 drug markers (2019/20)	N/A (No data), England N/A (No data)	?	None set	✗
First time entrants to youth justice system (rate per 100,000 young people aged 10-17)	235 (2018/19)	224 (2019/20)	Family group average of 253 (2018/19), England 224 (2018/19)	✓	To decrease	✗
Domestic violence (crime and non-crime) offences known to the police	6,719 (+15.6%) (2018/19)	7,466 (+11.1%) (2019/20)	N/A (No data), England N/A (No data)	?	None set	✗

Indicator	Previous	Current	Comparators	Progress	Target	Status
Repeat victims of domestic violence reported Revised	23.1% (2018/19)	24.6% (2019/20)	N/A (No data), England N/A (No data)	✗	To decrease	✗
Pupils attending a good/outstanding primary school	95% (March 2019)	91% (March 2020)	SN 86% (March 2020), England 88% (March 2020)	✓	≥ National Average	✓
National Average		71% (March 2020)	SN 72% (March 2020), England 80% (March 2020)	✗	≥ National Average	✗
Pupils attending a good/outstanding special school	100% (March 2019)	100% (March 2020)	SN 99% (March 2020), England 93% (March 2020)	✓	≥ National Average	✓
Primary school pupils with permanent exclusions	0.03% (March 2019)	0.01% (March 2020)	SN 0.03% (March 2019), England 0.03% (2018/19)	✓	≥ National Average	✓
Secondary school pupils with permanent exclusions	0.06% (March 2019)	0.04% (March 2020)	SN 0.26% (March 2019), England 0.20% (2018/19)	✓	≥ National Average	✓
Key stage 2 expected standard in reading, writing & maths	62% (2018)	62% (2019)	SN 61% (2019), England 65% (2019)	✓	Better than SN	✓
Key stage 4: attainment 8	43.3 (2018)	43.6 (2019)	SN 44.0 (2019), England 46.7 (2019)	✓	Better than SN	✗
Key stage 4: progress 8	-0.08 (2018)	-0.12 (2019)	SN -0.14 (2019), England -0.03 (2019)	✗	Better than SN	✓
Key stage 4: standard pass (grades 9-4) in English and maths	60.2% (2018)	59.4% (2019)	SN 59.9% (2019), England 64.9% (2018)	✗	Better than SN	✗
Key stage 4: good pass (grades 9-5) in English and maths	37.5% (2018)	38.0% (2019)	SN 38.2% (2019), England 43.4% (2019)	✓	Better than SN	✗
Key Stage 5 level 3 average point score A Level entry	29.81 (Grade C) (2018)	30.58 (Grade C) (2019)	SN 30.99 (Grade C) (2019), England 32.87 (Grade C+) (2019)	✓	Better than SN	✗
Key Stage 5 level 3 average point score and grade tech Level entry	31.66 (Distinction-) (2018)	32.75 (Distinction) (2019)	SN 27.65 (Merit) (2019), England 28.64 (Merit) (2019)	✓	Better than SN	✓
Key Stage 5 level 3 average point score and grade general applied entry	25.46 (Merit) (2018)	27.21 (Merit+) (2019)	SN 27.15 (Merit+) (2019), England 28.91 (Merit+) (2019)	✓	Better than SN	✓

Indicator	Previous	Current	Comparators	Progress	Target	Status
Smoking status at time of delivery	11.8% (10.8%-12.8%) (2017/18)	10.6% (9.7%-11.6%) (2018/19)	WMR 11.9% (2018/19), England 10.6% (2018/19)	✓	To decrease	🚫
Adults achieving 150 minutes of physical activity per week	60.6% (56.3%-64.7%) (2017/18)	61.1% (56.8%-65.2%) (2018/19)	WMR 64.0% (2018/19), England 67.2% (2018/19)	=	To increase	🚫
Hospital admissions caused by injuries in children 0-14 (rate per 10,000)	203.7 (1,358 injuries) (2017/18)	184.9 (1,255 injuries) (2018/19)	WMR 108.8 (2018/19), England 96.1 (2018/19)	✓	To decrease	🚫
Overweight or obesity among children in Year 6	37.9% (36.4%-39.4%) (2017/18)	38.3% (36.8%-39.7%) (2018/19)	WMR 37.5% (2018/19), England 34.3% (2018/19)	=	To decrease	🚫
Recorded cases of diabetes as recorded on GP practice	6.7% (27,306) (2017/18)	6.7% (28,146) (2018/19)	WMR 7.6 (2018/19), England 6.9% (2018/19)	?	None set	🚫
HIV late diagnosis	54.9% (44.2%-65.4%) (2015-17)	52.7% (42.1%-63.1%) (2016-18)	WMR 46.0% (2016-18), England 42.5% (2016-18)	=	To decrease	🚫
Conceptions to girls aged under 18 (rate per 1,000 girls aged 15-17)	26.1 (2017)	21.2 (2018)	WMCA 21.9 (2018), England 16.7 (2018)	✓	To decrease	🚫
Good level of development at age 5	67.8% (2018)	69.0% (2019)	SN 69.0% (2019), England 71.8% (2019)	✓	Better than SN	✗
Gap (in the good level of development at age 5) between the lowest achieving 20% and the rest	37.4% (2018)	38.6% (2019)	SN 35.5% (2019), England 32.4% (2019)	✗	Better than SN	✗
Looked after children (rate per 10,000 population under 18 & number)	90.6 (703 children) (March 2019)	89.4 (706 children) (March 2020 provisional)	SN 88 (2018/19), England 65 (2018/19)	?	None set	🚫
Repeat referrals to children's social care	25.9% (March 2019)	24.9% (March 2020 provisional)	SN 21.4% (2018/19), England 22% (2018/19)	✓	<19%	✗
Percentage of new looked after children who were previously looked after (rolling 12 months)	8.1% (March 2019)	7.7% (March 2020 provisional)	N/A (No data), England N/A (No data)	✓	<6%	✗

Indicator	Previous	Current	Comparators	Progress	Target	Status
Common assessment framework assessments closed with all actions complete	69% (March 2019)	72.8% (March 2020 provisional)	N/A (No data), England N/A (No data)	?	None set	🚫
Households accepted as statutory homeless (in priority need)	388 (2018/19)	913 (6.2 per 1,000 households) (2019/20)	WMR 2.1 per 1,000 households (2019/20), England 1.3 per 1,000 households (2018/19)	?	None set	🚫
Homelessness cases prevented and relieved	413 (2018/19)	552 (3.8 per 1,000 households) (2019/20)	WMR 6.7 per 1,000 households (2019/20), England 8.5 per 1,000 households (2018/19)	?	None set	🚫
Overall satisfaction of people who use services with their care support	63.4% (2018/19)	63.1% (2019/20)	CIPFA 62.6% (2018/19), England 64.3% (2018/19)	=	To increase	🚫
Overall satisfaction of carers with social services	40.1% (2018/19)	N/A biennial indicator	CIPFA 38.5% (2018/19), England 38.6% (2018/19)	🚫	To increase	🚫
Adult safeguarding S42 enquiries (number and rate per 100,000 population)	655 (228 per 100,000) (2018/19)	532 (185 per 100,000) (2019/20)	WMR 223 per 100,000 (age-standardised) (2018/19), England 326 per 100,000 (age-standardised) (2018/19)	?	None set	🚫
Proportion of adult social care service users placed in regulated adult social care services rated as inadequate	0% (31 March 2019)	4.2% (31 March 2020)	N/A (No data), England N/A (No data)	✗	<4%	✗
Adult social care service users receiving long term on-going support	3,287 people (1,188 per 100,000) (31 March 2019)	3,405 people (1,232 per 100,000) (31 March 2020)	CIPFA 1,596 per 100,000 population (2018/19), England 1,446 per 100,000 (2018/19)	✓	<1238	✓
Proportion of adult social care service users who feel safe	69.7% (2018/19)	76.7% (2019/20)	CIPFA 67.8% (2018/19), England 70% (2018/19)	✓	To increase	🚫
Adults who contacted social care not previously receiving social care support	10,367 (3,600 per 100,000) (2018/19)	10,534 (3,801 per 100,000) (2019/20 provisional)	CIPFA 5,685 per 100,000 (2018/19), England 4,350 per 100,000 (2018/19)	?	None set	🚫

Indicator	Previous	Current	Comparators	Progress	Target	Status
Breastfeeding rates at 6-8 weeks	48.3% (46.8%-49.8%) Count 2057 (2017/18)	N/A (48% not validated 2018/19)	WMR no data available (2018/19), England 46.2% (2018/19)	🚫	To increase	🚫
Male healthy life expectancy at birth	62.9 (61.3-64.6) (2015-17)	61.9 (60.2-63.0) (2016-18)	WMR 61.8 (2016-18), England 63.4 (2016-18)	_EQUALS_	To increase	🚫
Female healthy life expectancy at birth	63.5 (61.7-65.3) (2015-17)	62.5 (60.6-64.3) (2016-18)	WMR 62.3 (2016-18), England 63.9 (2016-18)	_EQUALS_	To increase	🚫

## Delivering our priorities with fewer resources

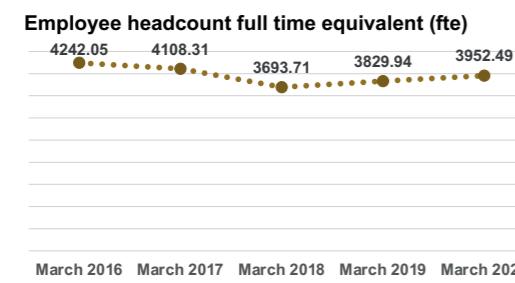


## Making the most of our assets

The Council has continued to take a balanced commercial approach to meeting its budgetary pressures and maintained an appropriately prudent approach to managing its finances. In 2019/20 this included measures such as renting-out further space within its Friargate building, generating further rental income and acquiring the largest private commercial waste operator in the city to complement the Council's existing commercial waste service. This approach has helped the Council to avoid some of the worst effects of budget cuts experienced elsewhere across the country in recent years.

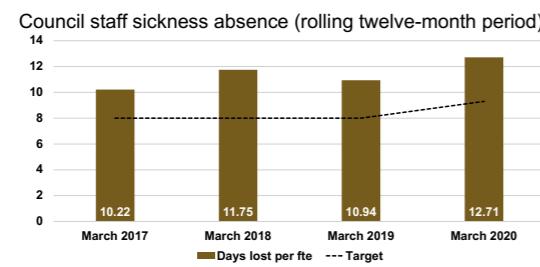
### Council workforce

Further slight increase in full-time equivalent employees



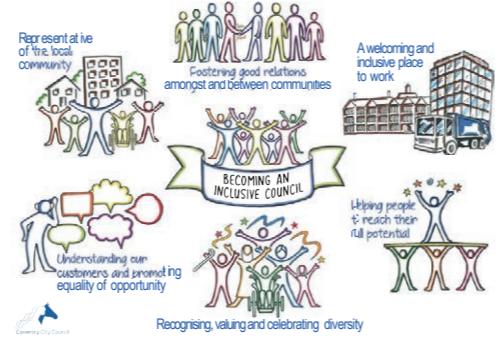
There were 3,952 full-time equivalent (fte) employees in the Council at the end of March 2020, an increase of 122.55 fte compared to a year ago. This continues last year's increase in fte numbers following many years of reducing numbers.

### Increase in sickness absence



In 2019/20, 12.71 days per FTE (excluding schools) were lost due to sickness absence. The top reason for absence was stress, depression, and anxiety, followed by musculoskeletal problems. A number of measures are being taken to reduce the rate of absence such as a targeted action plan, increased health and wellbeing measures and revising the absence management policy. As well as being remedial measures, these actions are designed to address the causes of absence.

## Workplace wellbeing



Improving equality, diversity, and inclusion (EDI) for our workforce is a key priority for the Council and to aid in this a new EDI policy has been created.

### Making savings to support frontline services & addressing our environmental footprint

36% of transactions completed online or by self-service

A new programme of digital change has just been launched called Digital First which will see an increased focus on providing opportunities to engage with the organisation's services through self-service channels. Greater consideration will be given to the customer experience through this programme to ensure that services are user friendly and customer feedback will be utilised to progress a programme of ongoing improvement.

### Improved capture rate

The percentage of customer telephone contact answered [capture rate] improved from 84% in 2018/19 to 91% in 2019/20. New technology, improved performance management routines and recruitment prioritisation have seen significant improvements in this area. Importantly, greater emphasis has also been placed on the achievement of quality outcomes and general feedback from the public is positive.

### Further reductions in carbon emissions

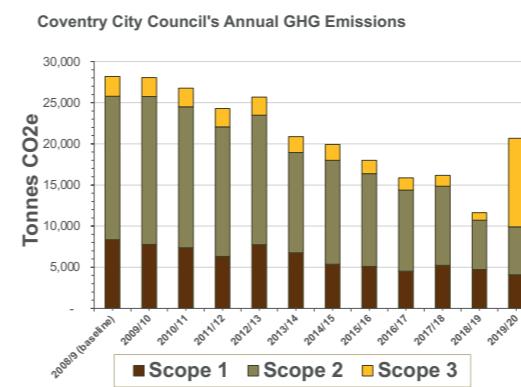
Emissions from Scopes 1 and 2 in 2019/20 have decreased 7.56% since 2018/19 and 62% from the 2008/09 baseline. This reduction is partly attributable to a significant reduction in liquid fuel use as Friargate is now connected to the Heatline. Although this data only accounts for Scopes 1 and 2 emissions, the Council are further developing our reporting of Scope 3 data by ensuring we record and calculate additional

Scope 3 emissions to be used in future reports. The following defines what is meant by Scopes 1, 2 & 3.

**Scope 1** - All Direct Emissions from the activities of an organisation or under their control. E.g. fuel consumption on site such as natural gas and fleet fuel.

**Scope 2** - Indirect Emissions from electricity purchased and used by the organisation.

**Scope 3** - All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control.



Please note that the increase in Scope 3 emissions this year is a result of us evolving the methodology used to calculate the Scope 3 emissions. In previous years, Scope 3 emissions were limited to business travel (associated with Expense and purchasing card data), district heat loss and electrical transmissions & distributions. In order to be as transparent as possible, we have begun the process of expanding the reporting of Scope 3 data this year. We have added liquid fuel, gas, and electricity consumption of Scope 3 buildings, which includes schools and other Council owned properties, to the Scope 3 calculations. Over the next few years, we will continue developing a procedure to record more Scope 3 building data and other areas which we have not been able to capture data for previously. We anticipate the improved capture of Scope 3 data will show an increase in emissions, although that would not be reflecting the reality of the situation, but rather an increase in the data reported.

Please also note that some reductions in Scope 1 and 2 may be a result of Council owned buildings being outsourced over the year, this will cause a reduction in Coventry City Council's GHG emissions.

As a City Council, we have made considerable progress in carbon reduction since first publishing a Climate Change Strategy in 2012. However, we recognise there is still lots more

to do. The WMCA has set a target of carbon neutrality for the region by 2041, although the Council at this stage has not identified a target such as this. However, with the Council's current Climate Change strategy set to expire by the end of 2020, this provides a perfect opportunity to launch a more ambitious and inclusive climate change strategy, which works for the whole City. The Council with the support of the WMCA and funding from the UK Government's Innovate UK has set up a Regional Energy Systems Operator (RESO) Project to look at the most environmentally sound ways of generating and supplying heat and power across the City. The outcomes of this action research will provide vital information which builds upon our record in addressing Climate Change within the organisation. The City Council intends to establish an independent Commission of stakeholders to mobilise businesses, communities, and voluntary organisations across the City into developing a new Citywide Climate Change and Sustainability Strategy and Action Plan. The Plan will build upon the great work currently happening throughout the City and will ensure Coventry is a leading driver for Sustainable growth and employment, urban innovation and creating a green healthy environment.

### Regenerating the economy

£102m of bid-for external grant funding has been used to fund the Council's Capital Programme in 2019/20.

## Active communities & empowered citizens

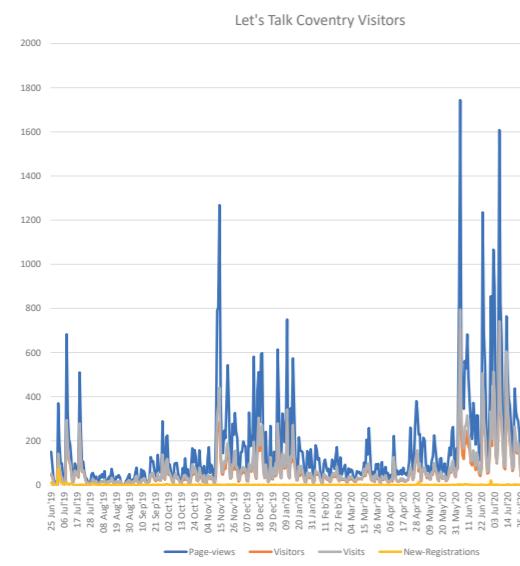
### Engaging local communities



Let's Talk Coventry ([www.letstalk.coventry.gov.uk/](http://www.letstalk.coventry.gov.uk/))

The Council has a new engagement platform called Let's Talk Coventry which has enabled us to generate better connectivity and collaboration amongst local communities.

The platform has improved our online engagement offer through the use of a variety of deliberative tools as well as surveys. The graph below shows the increase in engagement with the platform.



In addition, Let's Talk Coventry has allowed us to co-ordinate and improve quality of consultation across the Council and reach a far wider audience.

Several engagement events were held as part of the development of the Joint Strategic Needs Assessment (JSNA). They were viewed as great networking opportunities and a chance for everyone that came to find out what other great work is going on in their areas.

The information gathered provides a snapshot of current and future health and care needs of the local community as well as local assets that can help improve things and reduce inequalities. [www.coventry.gov.uk/jsna](http://www.coventry.gov.uk/jsna)



### ● Disability Equality Action Partnership

The Disability Equality Action Partnership brings together representatives from a variety of groups supporting disabled, Corporate Partners and the Council.

In 2019/20, the group has been working together with West Midlands Combined Authority on a Coventry Disability Transport Charter to ensure that transport is for everyone not just the able bodied.

The Disability Transport Charter should be launched in 2021.

## Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Carbon dioxide emissions (from local authority operations)	10,712 tonnes (-58%) (2018/19 final)	9,902 tonnes (-62%) (2019/20 estimate)	N/A (No data), England N/A (No data)	✓	-35% by 2020	✓
Core employee headcount (full-time equivalents, fte)	3829.94 (March 2019)	3952.49 (March 2020)	N/A (No data), England N/A (No data)	?	None set	✗
Council staff sickness absence (rolling twelve-month period)	10.94 days per fte (2018/19)	12.71 days per fte (2019/20)	N/A (No data), England N/A (No data)	✗	8.0 days	✗
Transactions done online or self-service	36% (2018/19)	36% (2019/20)	N/A (No data), England N/A (No data)	=	40%	✗
Customer telephone contact answered (capture rate) (New Indicator)	84% 2018/19	91% 2019/20	N/A (No data), England N/A (No data)	✓	95%	✗

### ● Feeding Coventry and social supermarket

Feeding Coventry is a small charity with big ambition: to create a food resilience city in Coventry where nobody goes hungry. They are committed to working with partners and local communities to tackle the root causes of hunger, build food security, provide low cost food to vulnerable groups and support people in crisis.

In March 2020 Feeding Coventry opened Coventry's first 'Social Supermarket', an innovative model for providing affordable, good quality food alongside local produce and goods and wraparound advice services.

## ● Further information

Further information, including infographics, open data, maps and a publication schedule is available at [www.coventry.gov.uk/infoandstats/](http://www.coventry.gov.uk/infoandstats/). This year, progress has been made towards developing a Citywide Intelligence Hub, a one-stop data platform providing a “single source of truth” of data and evidence about Coventry.

## ● Change log

The following list sets out indicators that are new, revised or deleted, or where data is unavailable for this report.

### New indicators

- Overall satisfaction of people who use services with their care and support
- Overall satisfaction of carers with social services
- Customer telephone contact answered [capture rate]

### Deleted indicators

- Adults using social care who receive self-directed support
- Adults using social care who receive direct payments
- Reduction in face to face and telephone contact

### Data unavailable

- Overall satisfaction of carers with social services
- Breastfeeding rates at 6-8 weeks

## ● Feedback

Thank you for reading this annual performance report. If you have any feedback or comments about this report, please contact the Insight Team:

Web: [www.coventry.gov.uk/infoandstats/](http://www.coventry.gov.uk/infoandstats/)

Email: [insight@coventry.gov.uk](mailto:insight@coventry.gov.uk)

Twitter: [@CovCCInsight](https://twitter.com/CovCCInsight)

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**Coventry City Council**

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# One Coventry

Performance Management Framework 2020/21



## 1 Introduction

Organisational performance management helps us ensure we achieve what we set out to do. It does so by setting out how we plan and organise our resources to achieve the things we want to do – our vision and priorities, as set out in the [Council Plan](#).

By aligning our resources, actions and activities to the Council's vision, priorities and desired outcomes, it helps us measure how public money is turned into results for citizens.

## 2 The Council's approach

Performance management is everyone's responsibility, and it is also part of our day-to-day operation. The performance management cycle is made up of:

- **planning** – developing a strategy or plan;
- **doing** – implementing the strategy/plan and undertaking the activities;
- **reviewing** – monitoring the implementation of the plan, through performance dashboards, metrics and measures; and
- **revising** – revising a strategy or plan following the review.

Our performance management framework 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, partnership working arrangements, and different legal, regulatory, or policy frameworks.

As a result, this framework builds on the systems and processes already in place, while ensuring a unified, **One Coventry** approach, striking a balance between minimising administrative burden and ensuring commonality across the organisation. Additionally, as we increasingly deliver our priorities in partnership, where we commission, champion, or co-ordinate services with partners and communities, we need to ensure that we work together for the good for Coventry people.

## 3 Balanced scorecard approach

The Council uses a balanced scorecard approach to performance management. That is, it recognises that we cannot rely on financial measures (whether we balanced our budget or not) alone to measure our performance. Instead, we monitor our performance using outcomes, finance, workforce, and quality measures to ensure strategy is aligned to delivery.



## 4 Key documents

The Council's vision is connected to its delivery at every level of the organisation, from the Council Plan to employee appraisals.

### 4.1 Council Plan (One Coventry Plan)

The Council Plan, One Coventry, is the organisation's top-level strategy setting out our vision and priorities. In other authorities this may be called a corporate plan or corporate strategy.

The Council Plan is the responsibility of Corporate Leadership Team along with Cabinet and Scrutiny Co-ordination Committee.

Progress towards the Council Plan is reported annually to Cabinet and Scrutiny Co-ordination Committee.

### 4.2 Key strategies

The organisation has a set of key strategies setting out how it will achieve the Council Plan vision. Typically, strategies set out the strategic direction to deliver a key priority, including key objectives, deliverables and targets. Examples include our Local Plan, Housing and Homelessness Strategy, Cultural Strategy, Green Space Strategy, and Health and Wellbeing Strategy.

Key strategies are the responsibility of a management team at an appropriate level of responsibility, along with the relevant cabinet member and/or board.

Progress reported to a strategic group regularly and at least annually to relevant cabinet member and/or board.

### 4.3 Action plans

Underneath each key strategy are a series of work plans or action plans. These set out how we deliver the strategy. For instance, a work plan or action plan will set out the activities, timescales, resources and responsibilities, translating strategies into operational activities. Examples include

Action plans are the responsibility of a service or team; and progress should be reported regularly to managers responsible for a strategy.

### 4.4 Appraisals

Individual employees are all subject to annual appraisals. These set out objectives for an individual and their progress towards their objectives and progress towards the expected standards set out in the behaviours framework.

Responsibility for appraisals lie with individual employees and their manager. Each employee must have an annual appraisal; with objectives and progress reviewed regularly through one-to-one meetings

## 5 Our behaviours

In addition to *what* we do – our vision and strategy, it is important to consider *how* we do it – our values and behaviours/principles. The following sets out what effective performance management means in line with the Council's behaviours framework.

### 5.1 Putting customers first

Goals or targets are challenging but achievable and realistically reflects the level of funding and resources available – so that we deliver the best possible outcomes for the people of Coventry. Services do not shy away from setting a goal or target when it would be appropriate to do so; and management also recognises that goals and targets can change as the situation requires.

### 5.2 Being adaptable

Performance management adapts to needs of each service including the legal, regulatory, policy

frameworks of each area; as well as the needs of the organisation. Where possible, services are flexible to work together to adopt common reporting arrangements.

### 5.3 Always improving

A learning culture where performance management is used to understand what went well, what didn't work as planned, and what can be done better. There is no blame culture; poor performance is not used to apportion blame to a service area; but is used to help recognise where things can be done better.

### 5.4 Working together

Where possible, performance information is shared openly between people who need to or have a right to know; whether they are in another part of the Council or in a partner organisation. Information is shared by default, and not suppressed just because they may reveal something uncomfortable.

### 5.5 Leading by example

Everybody works together collaboratively and recognises that they have a role in the organisation's performance management no matter where they are in the formal hierarchy; and everyone takes steps to ensure information is recorded accurately.

### 5.6 Having a strategic perspective

Having the strategic perspective to ensure that performance reports and dashboards provide the right information to the right people at the right time. Services work together to having a simple, consistent set of performance indicators to minimise duplication: write once, use anywhere.

## 6 Performance measures

Progress should be 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 can be used. These include:

- **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).

When setting performance measures, we should be mindful that we are responsible for a diverse range of services, including services which we:

- i.) **directly provide** through staff we directly employ;
- ii.) **commission** through private, voluntary or public sector providers;
- iii.) **deliver in partnership or co-ordination** with others; and
- iv.) do not provide, but we **champion or support** through our political leadership or other forum.

To measure our performance, it is important to recognise that we are one organisation in a complex, interconnected web of people, interests and organisations. This means that performance measures need to be set carefully, considering, amongst other things: statutory requirements; priorities; resources; and how we compare to other places. In addition, it is recommended that measures are set in consultation with frontline staff, and discussed with clients/customers/service users – and finally, reviewed and agreed by managers with the relevant cabinet member, in line with the relevant strategy.

## 7 Reporting arrangements

### 7.1 Reports

The Council strives to be open and transparent, and in line with our digital strategy priority to “maximise the value in our data and information”, we make all of our key performance reports publicly available.

Our current performance reporting arrangements consist of:

- an annual performance report to Cabinet and Scrutiny Co-ordination Committee summarising the Council's progress towards its priorities, including inequalities (protected characteristics under the Equality Act and health inequalities as a Marmot city);
- an annual members seminar summarising our performance;
- live, web-based performance information setting out a publication schedule, trends/comparators, progress reports, maps and infographics; and
- indicator data published as open data on GitHub.

### 7.2 Performance Hub

The Council's Performance Hub sets out guidance for performance management alongside performance dashboards. This is accessible to Coventry City Council employees on SharePoint at <https://smarturl.it/PerformanceInfoHub>.

## 8 Symbols and vocabulary

The Council has a consistent set of symbols and vocabulary used to describe the performance of its services. Two columns are used to describe performance:

- **progress** (whether something has improved or worsened); and
- **target status** (whether or not a target has been met).

The table below sets out the symbols and its definition:

Symbol	Progress	Target status
	Improved (or target already achieved)	On-target
	Got worse	Off-target
	Similar, unchanged or statistically insignificant	—
	Cannot say; no clear direction of travel	—
	Not available or no updated data	No target set

## 9 Find out more

Further guidance on performance management is available on the Performance Hub at:

<https://smarturl.it/PerformanceInfoHub>

In addition, a wealth of information is available on the Council's website including:

- 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/>

Contact us: [insight@coventry.gov.uk](mailto:insight@coventry.gov.uk)

## Version control

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### Document Location

Published location: <https://smarturl.it/PMF>

SharePoint:

<https://coventrycc.sharepoint.com/teams/ChiefExec/PublicHealth/Insight/Documents/PerformanceManagementFramework%202020.docx>

### Reviewing arrangements

The performance management framework is to be reviewed in 2021 along with the One Coventry Plan 2020/21 annual performance report.

11/09/2020 15:06:23



# Agenda Item 6

SCRU CO Work Programme 2020-21

4 November 2020

Please see page 2 onwards for background to items

**17<sup>th</sup> June 2020**

Covid-19 - Impact, Reset and Recovery

**8<sup>th</sup> July 2020**

Sustainability and Climate Change

**29<sup>th</sup> July 2020**

Education and Vulnerable Children

**19<sup>th</sup> August 2020**

Not required

**16<sup>th</sup> September 2020**

Jobs, Regeneration and Economy

Draft Scrutiny Annual Report 2019-20

**7<sup>th</sup> October 2020**

Health Inequalities

**4<sup>th</sup> November 2020**

One Coventry Plan

**9<sup>th</sup> December 2020**

City of Culture 2021

**Future items to be identified according to emerging priorities**

**13<sup>th</sup> January 2021**

**10<sup>th</sup> February 2021**

**10<sup>th</sup> March 2021**

Covid-19 Behaviour, Compliance and Enforcement

**21<sup>st</sup> April 2021**

**Dates to be identified**

Climate Change

Digital Skills

Brexit

Policing and Community Safety

Centre for Public Scrutiny – Scrutiny Review outcomes

Date	Title	Detail	Cabinet Member/ Lead Officer
<b>17<sup>th</sup> June 2020</b>	Covid-19 - Impact, Reset and Recovery	To consider the current position, plans for re-set and recovery and identify areas for further scrutiny	Cllr Duggins Gail Quinton
<b>8<sup>th</sup> July 2020</b>	Sustainability and Climate Change	Scruco will consider the interrelationships between air quality, travel, transport, access to education and employment, health and inequalities, etc Scruco will want to ensure the new normal maximises benefits to all and makes a positive contribution to climate change and a sustainable future for the city and its residents.	Cllrs O'Boyle, Hetherton, Caan, T Khan Andy Williams Brett Willers Andrew Walster Colin Knight
<b>29<sup>th</sup> July 2020</b>	Education and Vulnerable Children	Scruco will consider the impact of school closures on education and wellbeing of children and young people, especially those from vulnerable families	Cllrs Maton, Seaman Kirston Nelson John Gregg
<b>19<sup>th</sup> August 2020</b>	Not required		
<b>16<sup>th</sup> September 2020</b>	Jobs, Regeneration and Economy	To consider the impact of Covid-19 and implications for recovery and re-set on jobs regeneration and the economy. To invite members of SB3 as well	Cllr O'Boyle Andy Williams
	Draft Scrutiny Annual Report 2019-20	To consider the draft annual report before it goes before Council	Cllr Brown Adrian West
<b>7<sup>th</sup> October 2020</b>	Health Inequalities	To consider the impact of Covid-19 and implications for recovery and re-set on health inequalities. To invite members of SB5 as well	Cllr Kamran Caan Liz Gaulton

SCRU CO Work Programme 2020-21

Date	Title	Detail	Cabinet Member/ Lead Officer
<b>4<sup>th</sup> November 2020</b>	One Coventry Plan	To provide SCRUCO with the opportunity to review, and comment on, the One Coventry plan, prior to it being taken to Cabinet on 1 <sup>st</sup> December.	Cllr Duggins
<b>9<sup>th</sup> December 2020</b>	City of Culture 2021	An update on progress and impact of Covid-19 including apprenticeship opportunities and resilience planning.	Cllr Duggins
<b>Future items to be identified according to emerging priorities</b>			
<b>13<sup>th</sup> January 2021</b>			
<b>10<sup>th</sup> February 2021</b>			
<b>10<sup>th</sup> March 2021</b>	Covid-19 Behaviour, Compliance and Enforcement	An item on how the guidance and restrictions as a result of Covid-19 are being managed in the City.	Cllr AS Khan/ Davina Blackburn
<b>21<sup>st</sup> April 2021</b>			

Date	Title	Detail	Cabinet Member/ Lead Officer
<b>Dates to be identified</b>	Climate Change	To follow up from the initial meeting on 8 <sup>th</sup> July	Cllr O'Boyle Bret Willers
	Digital Skills	To look in more detail how steps being taken to improve digital skills, to narrow the digital gap and to ensure there are sufficient skills in the job market to meet future demand	Cllr Hetherton Cllr Maton Cllr Lloyd
	Brexit	To look at the potential impacts of Brexit.	
	Policing and Community Safety	To include plans for City of Culture 2021	Helen Kirkman (WMP) Joy Adams Cllr AS Khan
	Centre for Public Scrutiny – Scrutiny Review outcomes	The CfPS undertook a scrutiny review during 2019-20. This item will consider the recommendations and next steps.	Cllr Akhtar Adrian West