



Scrutiny Co-ordination Committee

Time and Date

10.00 am on Wednesday, 21st July, 2021

Place

This meeting will be held remotely. The meeting can be viewed live by pasting this link into your browser: <https://youtu.be/OVrmS5kNGA0>

Note: This meeting is not being held as a public meeting in accordance with the Local Government Act 1972

Public Business

1. **Apologies and Substitutions**
2. **Declarations of Interest**
3. **Minutes** (Pages 5 - 8)
 - (a) To agree the minutes of the previous meeting held on 30th June 2021
 - (b) Matters Arising
4. **One Coventry Plan Annual Performance Report 2020-21** (Pages 9 - 72)

Report of the Chief Executive

Councillor Duggins, Cabinet Member for Policy and Leadership has been invited to the meeting for the consideration of this item
5. **Scrutiny Management Issues**

Councillor N Akhtar, Chair of the Scrutiny Co-ordination Committee, attended the following meeting of the Cabinet Member for Housing and Communities on 11 June 2021. Councillor Akhtar agreed that the decision was urgent for the reason indicated and that call in should not apply:-

Acceptance of Grant Funding from the National Lottery Heritage Fund towards the project to transform St. Marys Guildhall

The reason for urgency was that the next meeting of Cabinet was scheduled to meet the day after the grant agreement needed to be signed off under its expiry date.

Councillor Akhtar has also been invited to attend the meeting of the Cabinet Member for Jobs, Regeneration and Climate Change on 15th July to consider that the decision is urgent for the reason indicated and that call in should not apply:-

Surrender of Existing Lease and Simultaneous Re-grant of a New 150 Year lease in Relation to 49-51 Corporation Street

The reason for urgency is that there is an urgent need to complete the surrender and regrant of a new 150 year lease for the property as this enables the third phase of Belgrade Theatre development plan to be completed and occupied. It is also important that as the majority of the £5m development cost for the whole scheme is coming by way of grant funding and that as the accountable body, the Council secures the grant funding outcomes agreed, of which phase 3 is part.

Also there is a desire to complete the works as soon as possible during the City of Culture year, enabling the maximum use of the new space. To this end Complex Development Projects (CDP) who own the long lease of the building, have commenced the refurbishment works for the Belgrade at risk. They are looking for payment from the Belgrade for the internal construction works as soon as possible. The Belgrade can't get access the grant for this to pay CDP until the new lease is in place.

In accordance with the Constitution, these matters are reported to inform the Committee of the reasons for urgency.

6. **Scrutiny Co-ordination Committee Work Programme 2021/2022** (Pages 73 - 76)

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

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

Tuesday, 13 July 2021

- Notes:1) The person to contact about the agenda and documents for this meeting is Liz Knight Bennett, Democratic Services, Council House, Coventry, telephone 7697 2644, alternatively E-mail: suzanne.bennett@coventry.gov.uk/liz.knight@coventry.gov.uk
- 2) Council Members who are not able to attend the meeting should notify Liz Knight no later than 9.00 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), M Ali, L Bigham, J Clifford, J Innes, J Lepoidevin, C Miks, G Ridley and R Singh

By invitation: Councillor G Duggins

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Coventry City Council
Minutes of the Remote Meeting of Scrutiny Co-ordination
Committee held at 10.00 am on Wednesday, 30 June 2021

Note: This meeting was not held as a public meeting in accordance with the Local Government Act 1972

Present:

Members: Councillor N Akhtar (Chair)
Councillor M Ali (Deputy Chair)
Councillor L Bigham
Councillor J Blundell (substitute for Councillor Ridley)
Councillor J Clifford
Councillor J Innes
Councillor J Lepoidevin
Councillor C Miks
Councillor R Singh

Other Members: Councillor P Akhtar, Deputy Cabinet Member for Policing and Equalities

Employees (by Directorate):

V Castree, Law and Governance
R Chapman, Public Health
P Hargrave, Adults
C Hickin, Head of Environmental Services
G Holmes, Law and Governance
T Richards, Public Health

Other Representatives: S Manak, Panahgar
A Kaur, Panahgar

Apologies: Councillors G Ridley,
Councillor A S Khan, Cabinet Member for Policing and Equalities

Public Business

1. Declarations of Interest

There were no disclosable pecuniary interests.

2. Minutes

The Minutes of the meeting held on 21st April 2021 were agreed as a true record.

There were no matters arising.

3. **Domestic Abuse Act 2021**

Councillor P Akhtar, Deputy Cabinet Member for Policing and Equalities, introduced the item. The Committee then received a presentation on the Domestic Abuse Act 2021, which outlined the following points:

- The Domestic Abuse Act 2021 outlined a statutory definition of domestic abuse
- It established in law the office of the Domestic Abuse Commissioner and set out the Commissioner's functions and powers. It also established a Domestic Abuse Local Partnership Board.
- It extended controlling or coercive behaviour offence to cover post-separation abuse. It explicitly recognised children as victims of domestic abuse if they see, hear or experience the effects of that abuse
- It placed a duty on local authorities in England to provide support to victims of domestic abuse and their children in refuges and other safe accommodation. All eligible homeless victims of domestic abuse, were automatically given 'priority need' for homelessness assistance
- It placed the guidance supporting the Domestic Violence Disclosure Scheme ("Clare's law") on a statutory footing
- Police were also given new powers including Domestic Abuse Protection Notices which provided victims with immediate protection from abusers, while courts would be able to hand out new Domestic Abuse Protection Orders to help prevent offending by forcing perpetrators to take steps to change their behaviour, including seeking mental health support or drug and alcohol rehabilitation.
- Timescales for the implementation of the Act were outlined
- There had been increase in domestic abuse reported over the past year. This did not necessarily mean that there were higher levels of domestic abuse than pre-pandemic – it could have been that there were higher levels of reporting. Calls to the helpline 20% higher than pre-pandemic and reports to the police were up by 45%.
- Support in the City was via services commissioned by the City Council was outlined. The services had been commissioned through relatively long-term contracts, up to nine years, to provide stability.
- Domestic Abuse Needs Assessment had been commissioned to undertake the Coventry Domestic Abuse Needs Assessment. The needs assessment had identified a number of emerging gaps.
- Representatives from Panahgar outlined the support they offer in Coventry.
- The Committee noted that www.Safetotalk.org.uk is where to go signpost people for support in Coventry

Following the presentation, the Committee asked a number of questions and received the following responses:

- The survey to inform the Needs Assessment had been widely circulated through partner agencies and sessions had taken place with domestic abuse survivors.

- The Needs Assessment would help to build a comprehensive picture of need in the City.
- The Domestic Abuse Act 2021 activities was part of the wider Domestic Abuse Strategy.
- There was a focus on the prevention of Domestic Abuse, including through links with schools and early years.
- There would be an annual report on Domestic Abuse. Members requested that this report come to the Scrutiny Co-ordination Committee and contain benchmarking data.
- Clarification on the membership of the Domestic Abuse Local Partnership Board was provided. The membership requirements had been met and there was good engagement from partners.
- The provision of support to those with links to the Armed Forces formed part of the core data set.
- The Act would broaden the emphasis of work on Domestic Abuse to include more preventative work as commissioned Services currently worked predominantly on response services. There was work to pick up those at risk of Domestic Abuse at an earlier stage, and there was training to identify the circle of abuse in families.
- The Police worked closely with schools to identify children and young people who were exposed to Domestic Abuse and there were liaison officers in place.
- One of the challenges was the short-term nature of the funding which had only been awarded for a year.
- The Domestic Abuse Act would help shape work going forward but there were good foundations in Coventry to build on as worked had been well funded in the City, compared to other local authorities.
- Funding proposals included improving family support; investing in additional mental health support for adults, using a trauma informed approach; additional legal support around immigration cases; expanding the sanctuary scheme and increasing the amount of specialist accommodation.
- Examples were given of services innovating to reach out into the community.
- The differences between protection notices and orders were outlined.
- The Needs Assessment would identify what resources were needed to deal with rising cases. We want people to come forward and report domestic abuse and to have the support in place for them when they do.

RESOLVED that the Scrutiny Co-ordination Committee:-

- 1) Note the contents of the Cabinet Report “Domestic Abuse Act 2021” at Appendix 1**
- 2) Support the Needs Assessment being undertaken to identify the need for domestic support in the area**
- 3) Request that the work of the Domestic Abuse Local Partnership Board be added to the Committee’s Work Programme and considered at an appropriate time**
- 4) Request:-**

- a) That future reports to Scrutiny on Domestic Abuse include Benchmarking data
- b) That any future surveys for service users be easy to complete
- c) That when appropriate, service improvement documentation be shared with Scrutiny
- d) That data on the number of Domestic Abuse referrals from GPs Schools be circulated
- e) That a breakdown of the gender/ethnicity of Domestic Abuse referrals from MASH be circulated

4. **Scrutiny Annual Report 2020-21**

The Scrutiny Co-ordination Committee received the Scrutiny Annual Report 2020/21.

RESOLVED that the Scrutiny Co-ordination Committee:

- 1) **Accepts the content of the report at Appendix 1**
- 2) **Recommends that Council consider the Scrutiny Annual Report 2020/21 at its next available meeting**

5. **Scrutiny Co-ordination Committee Work Programme 2021/22**

The Scrutiny Co-ordination Committee considered their Work Programme for the current Municipal year.

RESOLVED that the following items be added to the Work Programme;

- **A review of the application of Marmot Principles in Coventry**
- **Impact of Brexit**

6. **Any Other Items of Urgent Public Business**

There were no additional items of urgent public business.

(Meeting closed at 12.00 pm)



Coventry City Council

Public report
Cabinet

Scrutiny Co-ordination Committee
Cabinet

21 July 2021
31 August 2021

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 2020-21

Is this a key decision?

No

Executive summary:

Our One Coventry approach helps to shape the way the Council works with its partners to improve the city and improve people's lives. It includes the Council's vision and priorities, new ways of working, and core areas of activity to deliver the One Coventry Plan objectives, key strategies, and approaches. A One Coventry approach will be taken to the Council Plan refresh, putting the needs of our communities at the heart of our continued vision to be "globally connected; locally committed".

This annual performance report sets out the progress made towards the One Coventry Plan in 2020-21. For each objective, this report sets out the trends, actions taken, and performance metrics to provide an assessment of the progress made against previous years and with other places. This year's report sets out the progress made against an incredibly challenging year where the Covid-19 pandemic has wreaked havoc on our health and wellbeing, jobs and employment, and business and economy.

It is intended for the current One Coventry Plan (2016-24) to be refreshed during 2021, to create greater alignment between the key themes and priorities that are emerging in the city and regionally, and the work that is undertaken across Council services and with partners.

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 with 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.
4. Note the intention to refresh the current One Coventry Plan (2016-24) to reflect emerging priorities and make any comments as part of the engagement and consultation process on the draft Plan as this is developed.

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.
4. Note the intention to refresh the current One Coventry Plan (2016-24) to reflect emerging priorities.

List of appendices included:

Appendix I – One Coventry Plan Annual Performance Report 2020-21
Appendix II – One Coventry Performance Management Framework 2021-22

Background papers:

None

Other useful documents:

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

Equality objectives www.coventry.gov.uk/equality/
Statement of accounts www.coventry.gov.uk/statementofaccounts/

Has it been or will it be considered by Scrutiny?

Yes – Scrutiny Co-ordination Committee 21 July 2021

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 2020-21

1. Context (or background)

- 1.1 One Coventry includes the Council's vision and priorities, new ways of working, and core areas of activity to deliver the One Coventry Plan objectives, key strategies, and approaches. The current plan, last refreshed in 2016, covers the period from 2016 to 2024. 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 current 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 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/.
- 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 Covid-19 pandemic has made the past year one full of difficulties for everyone around the world. In Coventry, Covid-19 has to date directly resulted in the deaths of 668 residents; caused long-term health conditions affecting the day-to-day activities for thousands of residents; and the associated lockdowns and restrictions have caused disruption to the daily lives of all 379,000 residents of the city. To put this in perspective, more residents have died from Covid-19 than from the city's darkest hour when much of the city centre was devastated during the night of the Coventry Blitz on 14/15 November 1940.
- 2.2 The social and economic upheaval associated with the Covid-19 pandemic and associated restrictions has had a negative effect on a number of indicators. While business support grants and furlough schemes have provided some limited relief, economic activity has collapsed over much of the year; and this is reflected in a significant drop in the in-year Council tax and business rates collection rates – at a time when demand for Council services have been unprecedented.
- 2.3 The One Coventry Plan is currently measured using **75** indicators, of which **29** indicators improved; **8** stayed the same; **16** indicators got worse; can't say for **8** indicators; and progress is not available for the remaining **14** indicators. This means, **70%** (37/53) of directional indicators (excluding cannot say or not available) improved or stayed the same.

This is lower than the performance seen in previous years: 79% (50/63) in 2019/20, 78% (52/67) in 2018/19, 71% (42/59) in 2017/18, and 75% (43/57) in 2016/17; reflecting the significant pressures the city and Council services are facing.

- 2.4 A large number of indicators are not available this year compared to before. This is because there is limited data on school performance as a result of exam cancellations last summer, and limited data on some survey-based adult social care measures.
- 2.5 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.

3. Results of consultation undertaken

- 3.1 No consultation has been undertaken in relation to this report.
- 3.2 During the pandemic, the Council has continued to meet and consult with employee networks; and inform, consult, and engage community groups through Let's Talk Coventry, the Coventry Household Survey, and social media; and continue to work closely with partner organisations to help the Council achieve its equality and health inequalities objectives for the city.

4. Timetable for implementing this decision

- 4.1 There is no timescale for a decision linked to this performance report.
- 4.2 Over the past couple of years, members have expressed a need for the One Coventry Plan to better reflect changes to the national and regional context, including: Brexit; maximising the impact of the UK City of Culture 2021; the large-scale proposed and ongoing infrastructure developments in the city and sub-region not least HS2; and leading on climate justice and sustainability. We intend to work towards refreshing the One Coventry Plan during 2021 to ensure that it best reflects the Council's current priorities, with a view to bringing this to full Council alongside the medium-term financial strategy in autumn 2021.

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 vision, priorities, values, and ways of working; 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.

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Names and job titles:

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Service:

Public Health and Wellbeing, Insight & Migration

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www.coventry.gov.uk/performance/

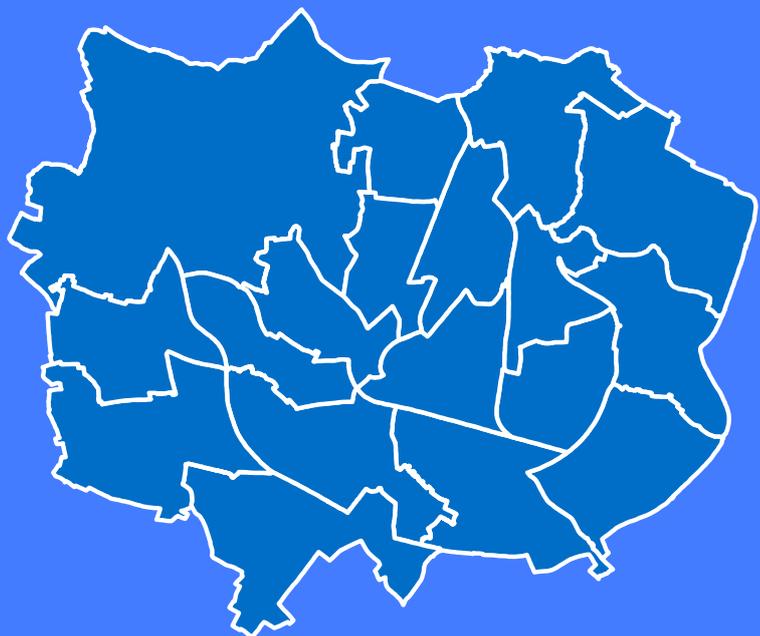
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Andrew Errington	Head of Practice Development and Safeguarding	Adult Services	22/06/2021	29/06/2021
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Barrie Strain	Head of Revenues	Finance	30/03/2021	20/04/2021
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Debbie Cashmore	Senior Analyst	Public Health and Wellbeing, Insight & Migration	30/03/2021	08/06/2021
Graham Hood	Head of Streetpride & Greenspace	Streetscene & Regulatory Services	30/03/2021	06/05/2021
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Juliet Grainger	Programme Manager – Lifestyles	Public Health and Wellbeing, Insight & Migration	30/03/2021	24/05/2021
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Lucille Buckley	HR Advisor	Human Resources	30/03/2021	20/05/2021
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Michelle McGinty	Strategic Lead for Transformation and Change	Transformation	21/06/2021	23/06/2021
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Approvers:				
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Colin Knight	Director of Transportation & Highways	Transportation & Highways	21/06/2021	07/07/2021
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Gail Quinton	Deputy Chief Executive		21/06/2021	07/07/2021
John Gregg	Director of Children's Services	Children's Services	21/06/2021	07/07/2021
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Julie Newman	Director of Law and Governance	Law and Governance	21/06/2021	29/06/2021
Martin Reeves	Chief Executive		21/06/2021	07/07/2021
Councillor G Duggins	Cabinet Member for Policy and Leadership		24/06/2021	24/06/2021

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

One Coventry Plan

Annual Performance Report 2020-2021



ONE
COVENTRY



Table of contents

Infographic	3	Locally committed	20
Overview	4	Create an attractive, cleaner, and greener city	21
What is One Coventry?	4	Fly-tipping	22
About this report	4	Increase in recycling and composting	23
Executive summary	5	Streetpride and cleanliness	24
Globally connected: promoting the growth of a sustainable Coventry economy	6	Upkeep of parks	24
Locally committed: improving the quality of life for Coventry people	6	Make communities safer	25
Delivering our priorities with fewer resources	6	Domestic abuse	26
Globally connected	7	Improving educational outcomes	26
A challenging economic outlook	8	Improving health & wellbeing	27
Supporting businesses through difficult times	8	Protecting our most vulnerable people	30
Less business rates collected	9	Update on children's services transformation	31
Creating the infrastructure	9	Adult social care	32
Improving transportation	9	Housing and homelessness	34
A transformed city centre experience	10	Reducing health inequalities	35
Investment in skills infrastructure	11	Locally committed indicators	37
A new boutique hotel on the Friargate Boulevard	11	Delivering our priorities with fewer resources	41
Delivering Two Friargate	11	Making the most of our assets	42
City centre south	11	Active communities & empowered citizens	44
Visits to the city centre	12	Delivering our priorities with fewer resources indicators	46
Raising the profile of Coventry and arts, sports & cultural opportunities	13	Further information	47
Hosting major events	14	Change log	47
Helping local people into jobs	14	Feedback	47
Levels of employment maintained	15		
Increase in unemployment	15		
Increasing qualification levels	15		
Young people not in education, employment, or training	16		
Growth in median annual pay	16		
Supply, choice & quality of housing	17		
Globally connected indicators	18		

One Coventry Plan Annual Performance Report 2020-2021

The Covid-10 pandemic has made the past year one full of difficulties for everyone. For the Council, the pandemic contributed to an large increase in the demand for many of our services.

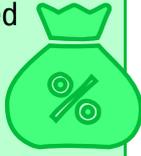
The challenging economic climate has resulted in fewer active enterprises and higher unemployment, particularly for men.



Our housing stock has grown, with a slight increase in larger family and aspirational homes in line with our objectives.



Difficulties faced by households and businesses have resulted in a drop in the in-year collection of council tax and business rates.



Fly-tipping has increased by 62%. While we have investigated many more fly-tips, this massive increase puts pressure on our ability to respond.



There has been a 9.5% increase in crime, with increases in assault, harassment, and domestic abuse.



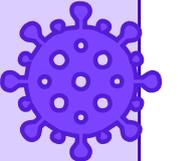
More residents have taken up walking and cycling for leisure this year, particularly during the lockdowns.



After the first lockdown, the city saw a sustained and considerable increase in the number of looked after children.



Covid-19 killed 668 people in the city – that is more than on the night of the Coventry Blitz in November 1940.



Self-service transactions has increased nearly three-fold – as more processes moved to online and virtual.



Carbon emissions decrease – with the exception of transport emissions as the Council delivered essentials to shielding residents.



Staff sickness absence decreased from 12.71 to 10.47 days per year.



Globally connected



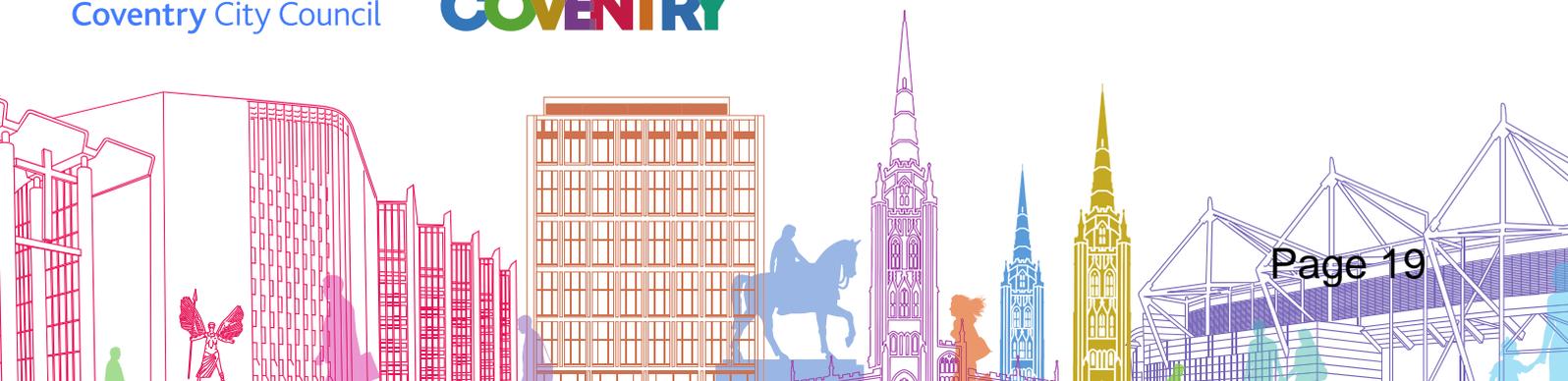
Locally committed



Delivering our priorities with fewer resources



www.coventry.gov.uk/performance/



Overview

What is One Coventry?

Our One Coventry approach helps to shape the way the Council works with its partners to improve the city and improve people's lives. It includes the Council's vision and priorities, new ways of working, and core areas of activity to deliver the One Coventry Plan objectives, key strategies, and approaches.

The current plan sets out our vision to be:

Globally connected

Promoting 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

Improving 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

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

About this report

This annual performance report sets out the progress made towards the One Coventry Plan in 2020-21. For each objective, this report sets out the trends, actions taken, and performance metrics to provide an assessment of the progress made against previous years and with other places. This year's report sets out the progress made against an incredibly challenging year where the Covid-19 pandemic has wreaked havoc on our health and wellbeing, jobs and employment, and business and economy.

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

Further details including infographics, raw data, maps, and open data is available on [Facts about Coventry](#) and the [Citywide Intelligence Hub](#).

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)	

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Executive summary

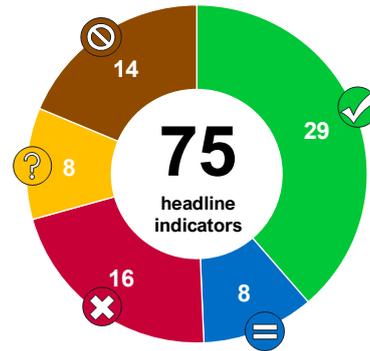
The Covid-19 pandemic has made the past year one full of difficulties for everyone around the world. In Coventry, Covid-19 directly resulted in the deaths of 668 residents; caused long-term health conditions affecting the day-to-day activities for thousands of residents; and the associated lockdowns and restrictions have caused disruption to the daily lives of all 379,000 residents in the city. To put this in perspective, more residents have died from Covid-19 than from the city's darkest hour when much of the city centre was devastated during the night of the Coventry Blitz on 14/15 November 1940.

The social and economic upheaval associated with the Covid-19 pandemic and associated restrictions has had a negative effect on a number of indicators, with the city facing increases in unemployment; increases in crime (particularly violent crime, and domestic abuse); and decreases in the size of the city's economy (as measured by gross domestic product). While business support grants and furlough schemes have provided some limited relief, economic activity has collapsed over much of the year; and this is reflected in a significant drop in the in-year council tax and business rates collection rates.

All of these factors have contributed to an unprecedented level of demand for all kinds of Council services; for example, worries about money, school closures and other pandemic-related stresses on families increasing demand for children's services; increase in online deliveries leading to large increases in the demand for household waste and recycling services; and limits on social contact impacting on the effectiveness of a wide range of services to our most vulnerable residents.

To address these challenges, the Council has significantly transformed the way it works, resulting in more than doubling of transactions completed through self-service channels to reducing sickness absence despite the pandemic; not to mention the leading role it has taken in supporting residents through the pandemic from supporting the city's most residents through deliveries of essentials and supporting businesses to re-open safely; to going full steam ahead with transformation projects from the rail station developments to city centre public realm works. As the city recover from the pandemic, echoes of the city's Phoenix-like resurgence after the Blitz can be seen everywhere, from the global coverage of the world's first Covid-19 vaccination outside of clinical trials at the city's University

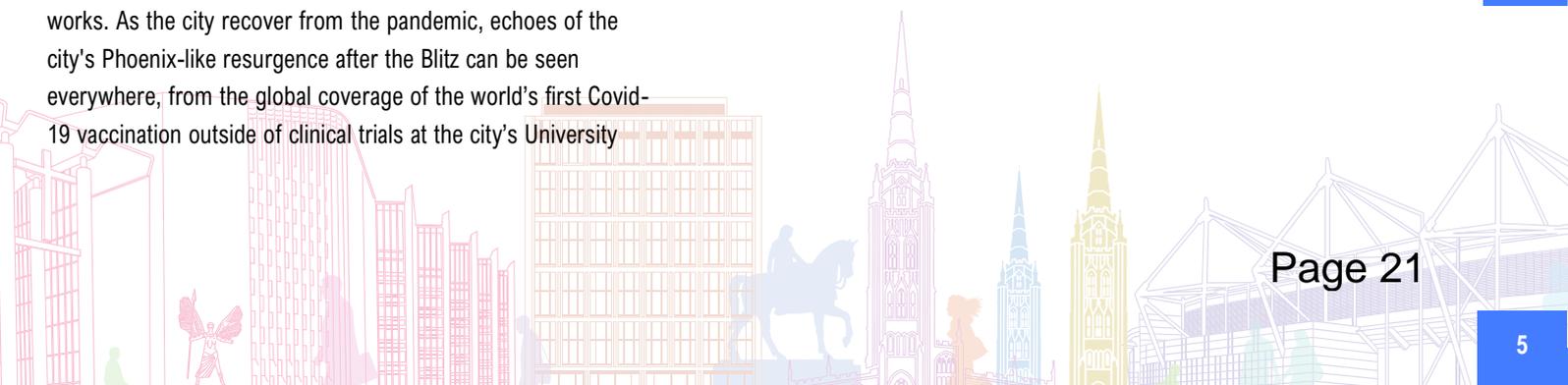
Hospital; to a year of the city in the spotlight as the UK City of Culture 2021.



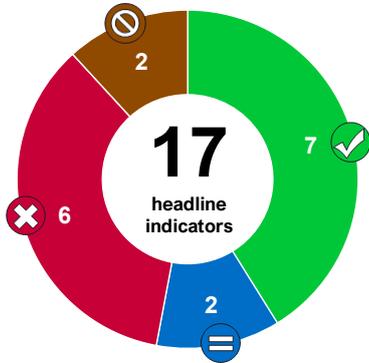
The One Coventry Plan is currently measured using 75 indicators, of which 29 indicators improved; 8 stayed the same; 16 indicators got worse; can't say for 8 indicators; and progress is not available for the remaining 14 indicators.

This means, 70% (37/53) of directional indicators (excluding cannot say or not available) improved or stayed the same. This is lower than the performance seen in previous years: 79% (50/63) in 2019/20, 78% (52/67) in 2018/19, 71% (42/59) in 2017/18, and 75% (43/57) in 2016/17; reflecting the significant pressures the city and Council services are facing.

A large number of indicators are not available this year compared to before. This is because there is limited data on school performance as a result of exam cancellations last summer, and limited data on some survey-based adult social care measures.

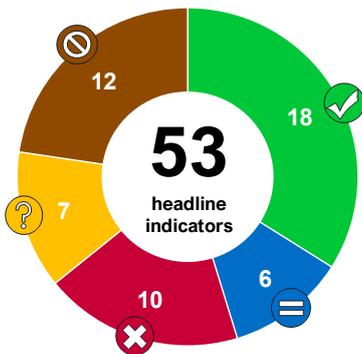


Globally connected: promoting the growth of a sustainable Coventry economy



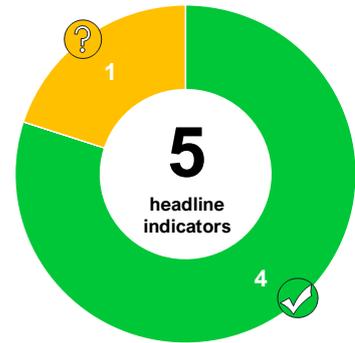
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Locally committed: improving the quality of life for Coventry people



Fly-tipping has increased by 62%. While we have investigated many more fly-tips, this massive increase puts pressure on our ability to respond. There has been a 9.5% increase in crime, with increases in assault, harassment, and domestic abuse. More residents have taken up walking and cycling for leisure this year, particularly during the lockdowns. After the first lockdown, the city saw a sustained and considerable increase in the number of looked after children.

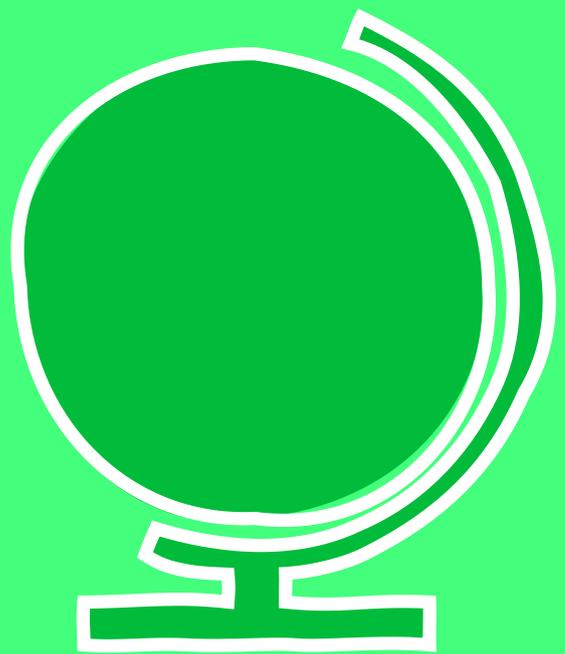
Delivering our priorities with fewer resources



Self-service transactions has increased nearly three-fold – as more processes moved to online and virtual. Carbon emissions decrease – with the exception of transport emissions as the Council delivered essentials to shielding residents. Staff sickness absence decreased from 12.71 to 10.47 days per year.

Globally connected

Promoting the growth of a sustainable
Coventry economy

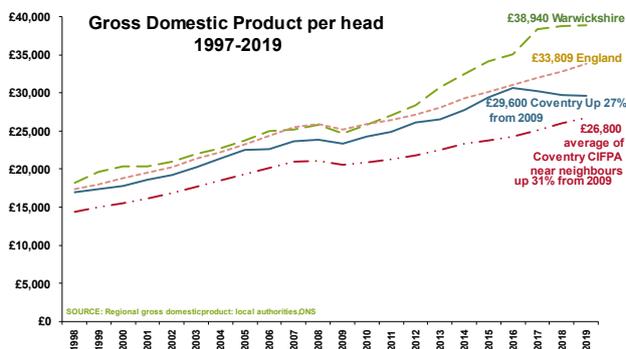


A challenging economic outlook

The pandemic has had a strong, negative impact on the economic wellbeing and vitality of countries and cities around the world – and Coventry is likely to be no exception.

In the past thirty years, given its size, Coventry has performed below average. However, in the mid-2010s growth in a number of internationally significant business sectors in the region including advanced manufacturing and engineering; energy and low carbon; connected autonomous vehicles; business, professional & financial services; and digital, creative, and gaming have created good jobs for local residents. Unfortunately, progress appears to have now stalled.

Coventry's regional gross domestic product (GDP) per head stood at £29,608 in 2019, down from £29,681 in 2018. This new figure, replacing the previous gross value added (GVA) figure, considers the effect of taxation including VAT, and subsidies; but, the latest figure, for 2019, obviously does not consider the effect of the pandemic. Coventry fares better than the West Midlands figure of £27,574 but perform worse than the England average of £33,809.



In 2019, Coventry's total GDP grew by 1.0%, but the total population of the city grew faster meaning that GDP per head actually fell (-0.2%). This compares unfavourably to the overall England annual growth in GDP per head in 2019 of 3.0% and the average growth amongst similar places to Coventry (CIPFA nearest neighbours) of 2.7%.

Note that ONS estimates suggest that Coventry has been one of the fastest growing population centres outside of London in recent years, so the reduction could be partly a side-effect of the growth of the local universities – many students are economically inactive, even though they contribute in other ways to the life and vitality of the city's economy.

Supporting businesses through difficult times

The Council has gone to great lengths to support businesses during the coronavirus pandemic. Restrictions imposed on society to help reduce the spread of the virus has meant many businesses have had to close and many of those that stayed open have suffered significantly reduced trade.

To support those businesses, the Council's economic development service has:

- awarded over £18.5m in direct cash grants to more than 1,500 businesses that were forced to close in Coventry; and
- awarded over £13.4m in discretionary cash grants to over 2,000 businesses in Coventry.

Discretionary grants have also been disbursed in more creative ways:

- a new one-to-one business support programme, run in conjunction with the Chamber of Commerce;
- supporting the Coventry Business Improvement District (BID) to help increase footfall;
- bespoke support for market traders who might have otherwise missed out on grants; and
- specific support for nightclubs that have remained closed since the start of the first national lockdown.

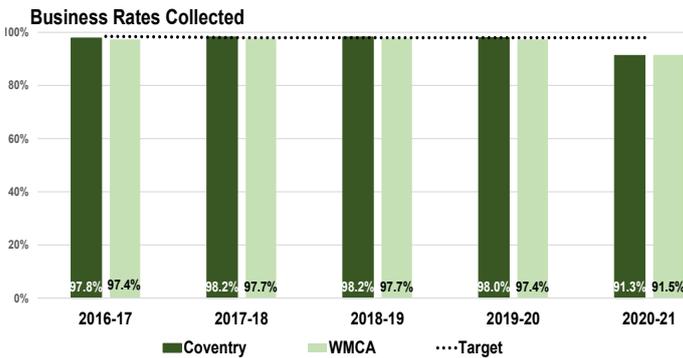
Alongside the large-scale Covid-19 response to support businesses in need, the service has also continued to run the three European Regional Development Fund (ERDF) business support programmes, with many switching to a digital format to provide remote support via video conference, alongside a popular series of online webinars. These programmes secured a further £8.12m this year to extend them to June 2023. This financial year the three programmes combined have paid out grants of £1.45m to 108 companies. When taking matched funding into account, this represents a total investment of £5,052,331 to the Coventry and Warwickshire economy. Overall, when non-financial support is included, the three programmes have supported 264 businesses and created 117 new jobs.



Less business rates collected

Business rates total rateable value reduced to £317m in 2020/21 from £319m in 2019/20. The total rateable value of Coventry businesses has been relatively stable for several years and in overall terms the movement observed represents a variation of only 1%. There are multiple events and trends that can affect this figure including the overall health of the local economy and trends within different sectors including those which may not have a need for a traditional property base. At present, it is difficult to assess the impact that the Covid-19 pandemic has had on business rates, as much of the full impact on businesses has been cushioned by measures taken nationally to 'freeze' the economy; and it could be some time before any medium-term trends are clear.

What is clear, however, is that the pandemic, and associated restrictions and economic impact have resulted in a significant reduction in business rates in-year revenue. 91.3% of collectable business rates were collected in-year, a reduction from 98.0% in 2019/20. This is below the target in-year collection rate of 98%.



Creating the infrastructure

Number 1 in the West Midlands for digital accessibility

Coventry is the top-ranked city in the West Midlands and comes eighth out of 379 locations in a report on full-fibre coverage throughout the UK.

The report by the telecoms regulator, Ofcom, 'Connected Nations 2020' measures access to high quality internet connection to properties. Over half (54.7%) of properties in Coventry have access to full-fibre broadband, typically offering speeds of at least 300Mbps, and often up to gigabit speeds; far above the UK urban area average of 18%.

Improving transportation

Coventry railway station

The £131m Coventry and Warwickshire local growth fund allocation to Coventry in 2015-2021 has delivered major transport, skills, and cultural infrastructure schemes, including the Coventry Station Masterplan, Very Light Rail scheme, and infrastructure works and venue upgrades as part of preparations for City of Culture.

The £82m renovation of Coventry Train Station is nearing completion. The project includes a new station building, five retail units, and a new 633-space multi-storey car park.

Below: new railway station building and car park



Very light rail

Very light rail seeks to revolutionise affordable public transport in towns and cities. In May 2020, the project secured £1.5m funding to explore the creation of a low-cost trackform.

Below: very light rail vehicle prototype



In March 2021, the Coventry City Council's prototype Very Light Rail vehicle, which has the potential to transform how people move about the city, moved ready for real on track testing.

The vehicle moved from NP Aerospace in the city for some static software testing before moving to a dedicated track at the Black Country Innovative Manufacturing Organisation in Dudley.

The prototype vehicle completed a tour of Coventry after leaving the vehicle production site. It stopped outside the Co-op building and the Transport Museum so that the public could get a better view.

£1.5 million makeover for Pool Meadow

Coventry's Pool Meadow bus station's £1.5 million upgrade includes eye-catching artwork and murals for the 2021 City of Culture. The bus station's facelift saw the installation of new electronic passenger information screens, new LED lighting and colour scheme, refurbished public toilets, new benches, bins, and planters.



A transformed city centre experience

Coventry's pedestrianised shopping precinct was the first pedestrianised shopping centre in Europe when it was created in the 1950s by the then Chief Architect for Coventry City Council, Sir Donald Gibson CBE. It was heralded for its pioneering design, featured in architectural journals, and attracted architectural students from around the world.

Subsequent developments in the 1980s-1990s departed from Gibson's original vision; and the UK City of Culture in 2021 presented Coventry with an opportunity for the city to restore the city centre to its design goals and transforming the shopping and visitor experience for the city.

As part of a wider £44m city centre programme, the Council secured an additional £11m of funding this year for investment in the City Centre and public realm. This has led to improvements including:

- Upper Precinct public realm transformation;

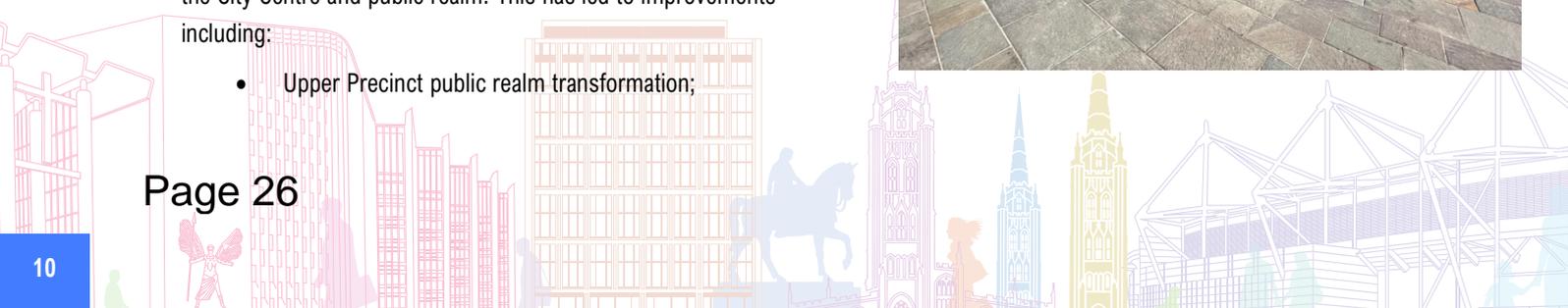
- Market Way public realm improvements;
- city centre public arts programme including Hertford Street, Pepper Lane, Pool Meadow;
- Bull Yard fountains and picnic benches; and
- lighting of Coventry's three spires.



Above: Pepper Lane



Above: Hertford Street; below: Upper Precinct fountains





Investment in skills infrastructure

The Getting Building Fund (GBF) is a programme to support the recovery of UK regions after COVID-19. Coventry and Warwickshire have received a GBF allocation of £19.825m across 11 projects. At the end of March 2021 all 11 projects had signed Grant Aid Agreements and final funding contracts. Most of the projects have begun construction work and have begun spending the GBF grant allocation. They include a major refurbishment of the Ricoh Arena in preparation for hosting the Commonwealth Games in 2022, advancement of the Very Light Rail R&D stage, capital works at host venues for UK City of Culture 2021, and the Catalyst project at the former Art Deco building on Abbey Street in Nuneaton to support the creation of flexible office and workshop space for new creative SMEs.

A 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 Autumn 2020, an Agreement for Lease was signed between Castlebridge and the Council that will result in a 100 bed Hotel Indigo being delivered in the Friargate business district. 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.

In order to take forward the construction of the hotel, Castlebridge need to secure the necessary development financing and their ability to do so has, unsurprisingly, been affected by the COVID-19 crisis over the past 12+ months which has had a significant impact on the leisure and hospitality sector as well as all other sectors of the economy. In March 2021, Council approved the principle of a repayable loan agreement with Castlebridge to provide gap funding for part of the cost of developing the hotel.

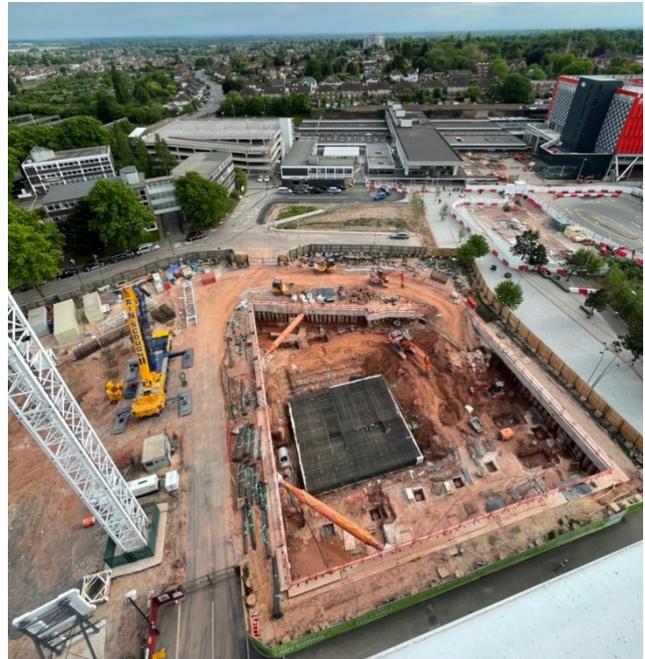
Delivering Two Friargate

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 will provide 134,000 square feet of high-quality commercial office space which will be on a par with the best the region has to offer

and will play an important part in the Council delivering its economic development and inward investment objectives for the city.

In September 2020, Coventry City Council approved funding worth £17m to support the development of Two Friargate (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).

Two Friargate started on site in November 2020 and will be complete during the Autumn of 2022. 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.



Above: site preparation for Two Friargate

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, to prepare a planning application for the scheme and, following public consultation, this was submitted to the Council in November 2020



with a Resolution to Grant Planning Consent achieved in April 2021. One of the key enabling projects for City Centre South, the demolition of Coventry Point, was completed in Autumn 2020.

Visits to the city centre

Unprecedented decreases in city centre footfall

Footfall in the retail area of Coventry city centre, the volumes of people walking around pedestrianised parts, were at unprecedented low levels. This is unsurprising given the various states of lockdown local residents were in during this time due to the pandemic and that retail and hospitality were forced to be closed for long periods during 2020/21. Overall, the volume of footfall in 2020/21 (April 2020 to March 2021) was 60.7% lower than it was previous year 2019/20. The data that gives indications of the picture across the country overall shows the Coventry drop in footfall to be in line with the average in other places.

Footfall was down significantly and to a similar extent across all locations in the prime retail areas of the city centre. Footfall was down by most in April to June; 84% lower compared to April to June 2019. Footfall across the period July to September 2020 was down by 38% compared to the same period in 2019, it was year-on-year down 49% in October to December 2020, and in January to March 2021 footfall was down 78% compared to 2020. So, footfall changed as restrictions on movement, government advice and restrictions on retail, leisure and hospitality changed throughout the year. The advice to work from home will also have had a significantly negative impact on footfall. It was at record low levels throughout the whole year, for no single week in the preceding 10 years over which footfall has been measured in this way was footfall anywhere close to such low levels nor have the year on year % change for any single week been anywhere near the % reduction for any of the whole quarters of 2020/21.

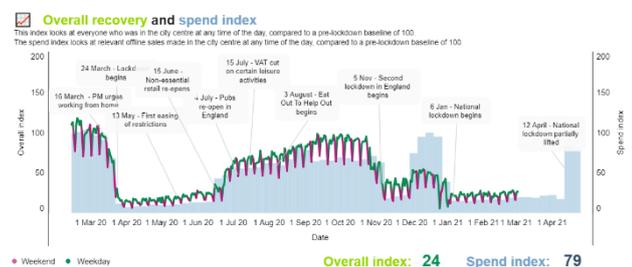
Footfall hit its lowest level during April 2020, 90% lower than normal levels at the same time in 2019. It grew gradually and very slowly up until June when it was about 80% down, and when retail reopened during June footfall jumped, almost doubling in a week but still at levels more than 50% lower than in the year before. Footfall gradually increased, reaching levels about 30% lower than in the year before by the end of October; the November lockdown then meant levels were low again. When restrictions were relaxed in December footfall recovered but remained 30% to 40% lower than during the same Christmas period in 2019. The January 2021 lockdown brought footfall levels down to extremely low levels again, about 80% lower than

normal and they increased gradually and slowly up to the end of March 2021.

Coventry footfall had been falling a little last year, 6.5% down from the previous year (part of this fall was due to the significant drop in the last weeks of March 2020) but the fall this year was unprecedented and on a totally different way and scale than in any time previously measured. It is difficult to use this year's data, or trends from previous years, to predict what footfall will be like in the coming year; particularly because predicting the path of recovery is almost impossible given there is no president but also combining this with the fact that we are entering Coventry's year as the UK City of Culture and the attractions and events that will take place in the city centre during the year. Also, the remodelling of the public realm that has taken and is taking place will change the way people experience the city centre and how they walk around it.

Note that city centre demolition works have resulted in some technical difficulties in the collection of footfall data – for instance, demolition of Coventry Point has meant that there is no data available for Market Way; while the opening up of the vista between Upper Precinct and Broadgate Square means that the Upper Precinct footfall counters is unable to count all pedestrians passing through.

High streets recovery tracker



Above: Centre for Cities overall recovery and spend index

The Centre for Cities and presented in their high streets recovery tracker allows us to track the ups and downs of footfall in Coventry's 'high street' area to how other cities have fared. By the end of February 2021, Coventry has an index of 24, meaning footfall was 76% lower than normal at this point; in this measure we rank relatively poorly compared to other cities; amongst the lowest quarter of all English cities in terms of how much city centre footfall has recovered.

They estimate the 'spend index' for Coventry 'high street' at 79 between February and April 2021, implying spending levels in retail in the area were 21% lower than normal levels; this ranks Coventry amongst the bottom half of city centres in this respect. Recovery in footfall has been relatively better at the weekend with

Globally connected

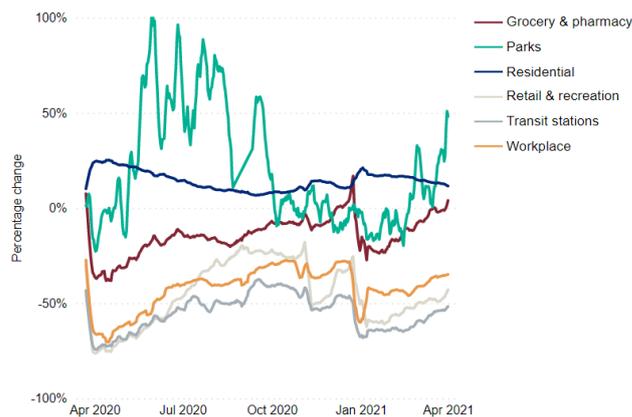


an index of 24, compared to a lower recovery at the night-time, with an index of 15 and the level of footfall amongst people who usually work in the city centre, which was still incredibly low by the end of February with an index of 6.

Google mobility data

Google mobility data gives us a picture of people's movements more generally across a wider area of the city. It shows that movement of Coventry residents in workplace areas, retail, and recreation areas and around transit stations had remained at significantly lower levels than before the pandemic throughout 2020/21 (against a baseline period of January to February 2020). Movement levels around these three types of location were gradually recovering during the first few months of 2021 after lows in early January 2021; lows at levels similar to those in late March 2020 during the first lockdown. However, by the end of March 2021 movement levels remained significantly lower than normal; 35%, 43%, and 52% lower than in January to February 2020, respectively. On the other hand, perhaps due to people doing their daily exercise and people being less likely to travel distances by car, movement levels in Coventry residential areas were consistently higher than normal throughout the year and in Coventry parks they spiked at levels much higher than normal in spring and summer 2020 and spring 2021; but came down to lower levels than normal during the colder months in the autumn and winter of 2020.

Below: Google mobility data – percentage change in movement compared to the baseline (seven day moving average).



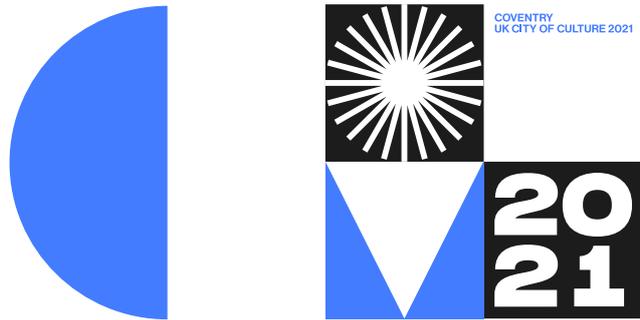
Perceptions of the city centre

Provisional results from our biennial household survey, conducted in February 2021, suggest nearly three in ten residents did not visit the city centre in the past year; with just over half of residents giving the city centre a negative rating. This is, however, to be expected and in this particular case, should not be a cause for concern at this stage, given the waves of

pandemic-related lockdowns resulting in closure of much of the leisure and retail offer, as well as office-based workers working from home; and significant disruption to the city centre offer during this period as a result of the infrastructure and public realm works across much of the city centre.

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

UK City of Culture 2021



Coventry is the UK City of Culture 2021. The City of Culture Trust's story of change sets out how it will ensure the City of Culture programme leads to lasting impacts for the city:

- Coventry citizens positively influence and shape the city they want to live in;
- Coventry's culture contributes to the social and economic prosperity of the city and region;
- Coventry is a global and connected city; and
- Coventry is recognised as a future facing pioneering city.

In 2020-21, the City of Culture Trust experienced a challenging year alongside the rest of the regional and national cultural sector, given that coronavirus pandemic-related restrictions have decimated audiences, participation and income for arts and cultural organisations; and associated jobs in all sorts of creative industries.

Nevertheless, 2020-21 saw the launch of the official branding for the UK City of Culture; and the Trust continuing with lively and innovative online engagement and events in advance of the main programme delivery.

In particular, in 2020-21, the Trust saw efforts to increase and widen participation from all areas of Coventry, in particular, areas with historically lower levels of participation and higher levels of multiple deprivation; developments of and launch of the Cultural Place Profiler to help arts and cultural organisations to plan and

deliver programmes to meet the needs and wants of audiences; launch of the official City of Culture branding and initial programme; and the delivery of its first major test event, Coventry Glides, at the Cathedral ruins.

Encouraging investment

Coventry continues to strengthen its position as a key player in the UK's automotive industry. In February 2021, the Council announced its intention to seek funding and planning permission for a new Gigafactory in Coventry. With the automotive industry accelerating its transition to electrified vehicles, battery production is going to be a critical factor in maintaining the UK's competitiveness in the marketplace. And with the new Rules of Origin EU trading regulations set to come into place in the coming years, it is critical for battery production to take place inside the UK. A Gigafactory in Coventry has the potential to create thousands of new jobs, both in the factory and the wider supply chain. And with the development of the UK Battery Industrialisation Centre (UKBIC) - the funding for which was successfully secured by CCC in 2017 - as well as additional battery research centres at the University of Warwick and elsewhere in the region, Coventry is the logical choice for a Gigafactory. Coventry Airport has been identified as the site for the new proposal, and up to £500m of government funding is being sought, as well as a key commercial partner for the project. If successful, a Gigafactory in Coventry will make it a global player in the automotive industry for years to come.

Hosting major events

Coventry's Rugby League World Cup fixtures

The Rugby League World Cup (RLWC2021) comes to England in 2021, and tournament organisers revealed in July 2020 the much-anticipated fixture schedule for what promises to be the biggest and best World Cup in the history of the sport. The men's, women's and wheelchair teams all compete at the same time in a major sporting first.

Coventry will be hosting the current men's World Cup holders, Australia as they take on Scotland at The Ricoh Arena. The game will take place on Friday 29 October 2021 and will kick off at 7.30pm.



Helping local people into jobs

Providing personalised job support during a pandemic

The Job Shop has worked hard to adapt our services and provide customers with the same levels of personalised 1 to 1 support. Since March 2020, the shop has achieved:

- 1,898 new customers registrations;
- 1,116 supported in to work;
- 99 virtual events hosted with wide range of employers and training providers; and
- 3,551 face-to-face and virtual appointments booked through the new online booking portal.

Supporting young people into work

The youth hub provides an integrated service for all young people aged 16-24 and claiming Universal Credit, enabling job shop advisors and Jobcentre Plus staff to support Coventry's young people to re-engage with training and the labour market. Since its launch in late July the hub has supported 1,009 young people.

Kickstart

In September 2020, the Department for Work and Pensions Kickstart Scheme was launched. Since its launch, the job shop has been acting as an official 'gateway' organisation to support local businesses through the Kickstart application process. The job shop provides funding to employers to create six-month paid job placements for 16-24 years old on universal credit who are at risk of long-term unemployment. As a gateway, the job shop secured over 330 vacancies with 15 companies for local young people. Presently there are another 85 live vacancies with over 100 to be released in 2021/22.



Virtual jobs and skills fairs

The job shop has adapted to host regular virtual jobs fairs. These started in May 2020 and have ran every month since except for December 2020 and January 2021. The virtual jobs and skills fairs have involved 22 employers and 20 training providers; reaching some 8,154 video views and 200 customers booked on to Q&A events.

Training for accredited qualifications

The Skills 4 Growth European Social Fund programme has helped 64 small and medium-sized enterprises, leading to accredited training and qualifications for 221 employees meeting their identified skills needs.

Apprenticeships

The apprenticeship levy, imposed on larger businesses including the Council, helps businesses support their employees' professional developments, as part of the Government's levelling up agenda to increase productivity.

This year, the Council has transferred £292,146 of unspent Council apprenticeship levy funds to support smaller, non-levy paying businesses with apprenticeship training costs. This has supported 48 apprentices in 16 businesses in the city.

Discussions have taken place with other large local employers to share practice on how the scheme was developed and set up to achieve the reported results.

Levels of employment maintained

The full impact of the pandemic on the economy has been cushioned by Coronavirus job retention schemes and self-employment income support schemes. As a result, data for Jan-Dec 2020 suggests that 181,400 residents, that is, 71.3% of Coventry residents remain economically active in employment, compared to 73.7% for West Midlands and 75.4% for Great Britain. This is a decline from 73% in Jan-Dec 2019.

There appears to be a gender-divide in this with the pandemic affecting male employment more than female employment: male employment declined sharply from 78.7% in Jan-Dec 2019 to 73.9% in Jan-Dec 2020; compared to a small increase in female employment from 67% to 68.6% in the same period. The decline in male employment diverges from regional and national trends, which only saw a small decline.

Increase in unemployment

There has been an increase in unemployment from 8,800 in Jan-Dec 2019 to 11,300 in Jan-Dec 2020; an increase from 4.6% to 5.9%. This is bigger than the increase regionally and for Great Britain, from 4.8% to 5.3% and 3.9% to 4.6% respectively. At 5.9% the Coventry unemployment rate is now higher than average compared to a group of similar local authority areas (CIPFA near neighbours). Government support schemes will have mitigated the pandemic impact on unemployment, it is hard to predict what the full impact on unemployment will be once support schemes end. From Coventry workplaces there were 57,000 employments on furlough by April 2021 (Coronavirus Job Retention Scheme). Statistics in May 2021 count 6,800 claims from Coventry residents made to the fourth grant of the self-employment income support scheme amounting to £17.6m in total. Some of these individuals may become unemployed once the schemes end.

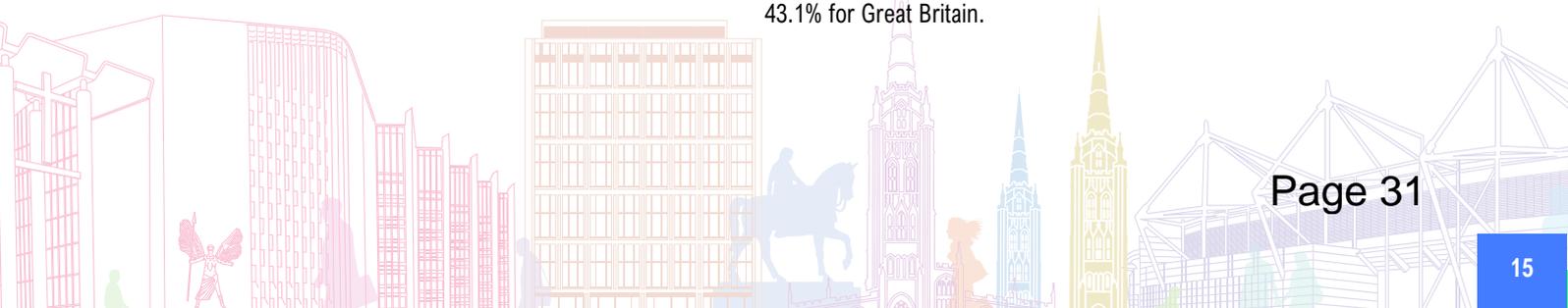
As with employment levels, there is a gender divide – male unemployment has increased from 4,600 to 6,300 (from 4.2% to 6.3%), while female unemployment has decreased, from 6.5% to 5.3%. This contrast regional or national trends, where female unemployment has also increased.

The gendered change in unemployment does *not* appear to be due to women dropping out of the workforce and becoming economically 'inactive'. Indeed, in 2020, the city saw an increase of 5,200 women becoming economically active (from 71.8% to 72.5%). In contrast, 7,300 men dropped out of the workforce in Coventry entirely (from 82.3% to 79.1%).

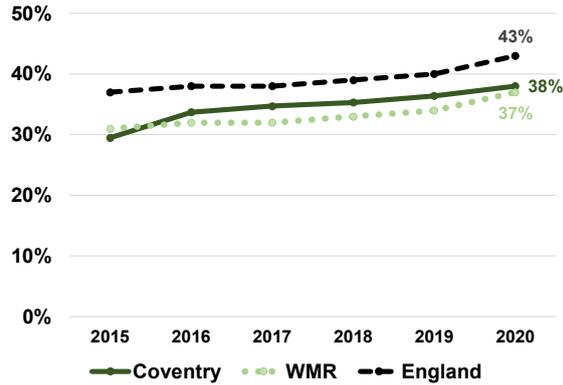
The gendered differences *may* possibly be because of the continuation of a lot of essential key worker jobs where women work, in particular, in health and social care throughout the pandemic. Additionally, national opinion and lifestyle surveys suggests that women have been disproportionately affected during the pandemic, with women spending significantly less time working from home, and more time on unpaid household work and childcare.

Increasing qualification levels

In Jan-Dec 2020, 38.1% of Coventry residents (93,900) were qualified to higher education level (NVQ level 4 or above), up from 36.4% in 2019. This compares to 37.1% regionally, and 43.1% for Great Britain.



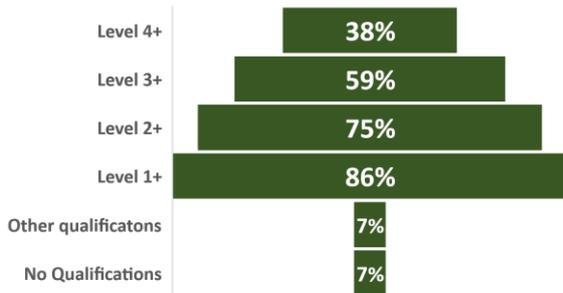
Residents qualified to level 4 or above



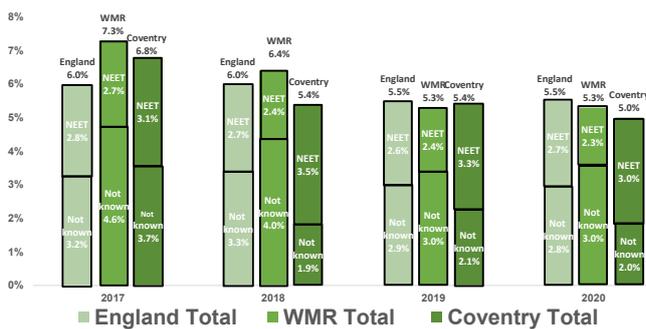
At the other end of the spectrum, 7.1% of Coventry residents (17,500) have no qualifications; compared to 8.2% for West Midlands and 6.4% for Great Britain.

This marks a decrease from 9.1% a year ago.

Qualifications in Coventry (% aged 16-64)



Young people not in education, employment, or training



For the third consecutive year Coventry remains on target below (better than) England, with 5% of young people not in education, employment, or training. This is an improvement on our last two year's performance from 5.4% to 5.0%. Coventry's combined figure of 5.0% equates to approximately 370 young people in total.

During the Covid-19 pandemic, the Council has continued to follow young people's post-16 destinations. For any young

person identified as not in education, training, or employment (NEET), they have been supported remotely. Monthly NEET and destination not known figures continue to be very low.

Growth in median annual pay

Provisional median annual gross pay in Coventry for 2020 was £24,537, up 2.2% from 2019. This rate of growth is slower than the WMCA (up 4.6% to £24,262), Warwickshire (up 8.5% to £27,612), West Midlands region (up 4.2% to £24,634) and England (up 3.6% to £26,055).

Historically the average earnings amongst all Coventry residents in work have been relatively low and has consistently been lower than the average pay by workplaces located in the city; on average, commuters into Coventry get paid more. This remains the case.

However, average Coventry workplace and average Coventry resident earnings are above average compared to similar local authority areas (CIPFA near neighbours).

Gender pay gap

Median gender pay gap in Coventry is 18.8% in 2020 – higher than the 16.5% for WMCA; 15.5 for Warwickshire; 16.1% for West Midlands region, and 16.5% for England. This large gap is mainly explained by more women in part-time work. If we only include full-time work, the gap falls to 5.8% (compared to 8.9% for WMCA; 10.1% for Warwickshire; 7.6% for West Midlands region; and 8.4% for England).

There is a big difference in median annual pay between men and women – at £29,523 for men and £20,602 for women. However, women's pay has been rising faster than men's pay – up 4.2% for women compared to 1.0% for men.

If we look only at full-time jobs, the overall full-time pay is £29,102 – and again, there is a gender gap – £31,377 for men and £26,614 for women. However, full-time women's pay has also risen at a faster rate than full-time men's pay, up 7.2% for women, compared to just 0.6% for men.

Please note that the gender pay gap measures the overall difference in pay – it does not consider the different types and levels of jobs and occupations undertaken.



Supply, choice & quality of housing

Policy updated to improve housing standards

A new version of policy designed to enforce standards in private sector housing was approved by Cabinet in February 2021.

The Private Sector Housing Enforcement Policy outlines the steps that the Council can take to protect tenants from unsafe homes and tackle rogue property owners. Although the policy was originally introduced in 2018, changes to national legislation have meant that it needs to be updated for the Council to better protect residents.

The new version of the policy will allow the Council to issue civil penalties against property owners who have acted irresponsibly against tenants or who have failed in maintaining legal standards for housing. In addition to this, the updated policy will also enable the Council to undertake enforcement actions on letting agents when needed.

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

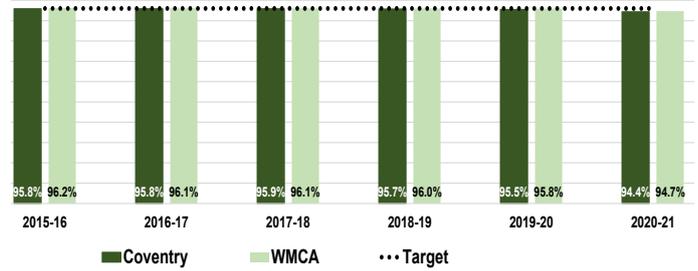
The overall number of properties increased by 1,120 from 146,882 in March 2020 to 148,002 in March 2021. The number

of properties in the higher Council tax bands of C to H, increased by 381 from 43,391 in March 2020 to 43,772 in March 2021. As a result, there has been a slight increase in the percentage of higher banded properties relative to the overall tax base, now at 29.58%.

Reduction in council tax collected

Despite the economic impact associated with the Covid-19 pandemic, the city has experienced only a small reduction in the percentage of council tax collected in-year in 2020/21. In 2019/20 95.5% of council tax was collected in-year; this reduced to 94.4% in 2020-21.

Council Tax Collected



The tax base remains buoyant with increases in the number of properties and the amount of council tax available to collect. The base increased from £157.7 million in March 2020 to £162.4 million in March 2021.

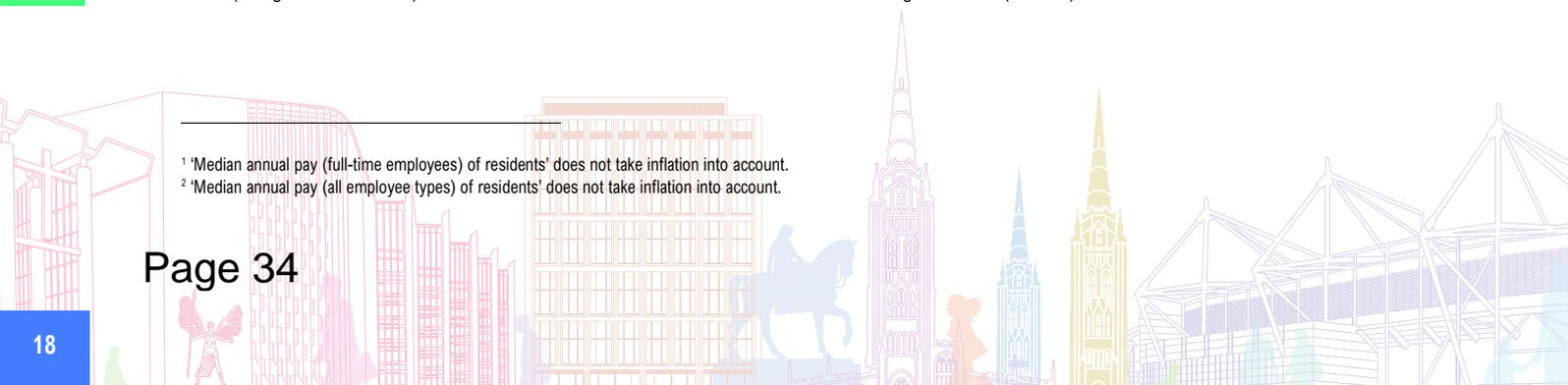


Globally connected indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Regional gross domestic product (pound per head)	£29,681 (2018)	£29,608 (2019 provisional)	WMR £27,574 (2019 provisional), England £33,809 (2019 provisional)	✗	To increase	⊖
Business rates tax base (change from 2002 base)	138.70 (2018/19)	138.70 (2019/20)	WMCA 125.89 (2019/20), England 160.19 (2019/20)	=	To increase	⊖
Business rates total rateable value (and collection rate)	£319m (98.0%) (2019/20)	£317m (91.3%) (2020/21 provisional)	WMCA 91.5% (2020/21), England 93.0% (2020/21)	✗	£320m (98%+)	✗
Active enterprises (number and rate per 10,000)	341 (10,065) (2019)	338 (10,120) (2020)	WMCA 396, Warwickshire 598 (2020), England 526 (2020)	=	To increase	⊖
City centre footfall (year-on-year % change)	-6.5% (2019/20)	-60.7% (2020/21)	N/A (No regional data), UK index -61.2% (2020/21)	✗	To increase	⊖
Visitor trips	10,030,000 (2019)	N/A (2020)	N/A (No data), England N/A (No data)	⊖	To increase	⊖
Resident employment rate	73% (Jan-Dec 2019)	71.3% (Jan-Dec 2020)	WMR 73.7% (Jan-Dec 2020), England 75.7% (Jan-Dec 2020)	✗	To increase	⊖
Unemployment (model-based)	4.6% (Jan-Dec 2019 revised)	5.9% (Jan-Dec 2020)	WMR 5.3% (Jan-Dec 2020), England 4.6% (Jan-Dec 2020)	✗	To decrease	⊖
16-17-year-olds not in education, employment, or training (NEET) including not knowns	5.4% (NEET 3.3%, Not known 2.1%) (2019)	5.0% (NEET 3.0%, Not known 2.0%) (2020)	WMR 5.3% (NEET 2.3%, Not Known 3.0%) (2020), England 5.5% (NEET 2.7%, Not Known 2.8%) (2020)	✓	Below (better than) national average	✓
Residents qualified to level 4 or above (working age population)	36% (Jan-Dec 2019)	38% (Jan-Dec 2020)	WMR 37% (Jan-Dec 2020), England 43% (Jan-Dec 2020)	✓	To increase	⊖
Median annual pay (full-time employees) of residents ¹	£28,747 (2019 revised)	£29,102 (2020 provisional)	WMR £29,481 (2020 provisional), England £31,766 (2020 provisional)	✓	To increase	⊖
Median annual pay (all employee types) of residents ²	£24,020 (2019 revised)	£24,537 (2020 provisional)	WMR £24,634 (2020 provisional), England £26,055 (2020 provisional)	✓	To increase	⊖
Gross disposable household income per head	£15,353 (2018 provisional)	Not available	N/A (No data), England N/A (No data)	⊖	To increase	⊖
Change in Council tax base (change from 2009 base)	109.15 (2019/20)	110.28 (2020/21)	WMCA 108.36 (2020/21), England 111.94 (2020/21)	✓	To increase	⊖

¹ Median annual pay (full-time employees) of residents¹ does not take inflation into account.

² Median annual pay (all employee types) of residents² does not take inflation into account.





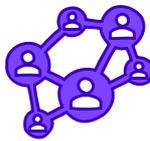
Indicator	Previous	Current	Comparators	Progress	Target	Status
Total amount of Council Tax in an area and number of properties	£157.7m (146,882 properties) (31/03/2020)	£162.4m (148,002 properties) (31/03/2021 provisional)	N/A (No data), England N/A (No data)	✔	To increase	⊘
Properties in higher Council Tax bands (C to H)	29.54% (43,391) (31/03/2020)	29.58% (43,772) (31/03/2021)	WMCA 35.7% (2020), England 56.2% (2020)	✔	To increase	⊘
Council tax collection rate	95.5% (2019/20)	94.4% (2020/21)	WMCA 94.7% (2020/21), England 95.7 % (2020/21)	✘	96%+	✘



Locally committed

Improving the quality of life for
Coventry people





Create an attractive, cleaner, and greener city

City air quality plan taking shape

In July 2020, Cabinet approved a local air quality action plan to comply with the Environment Act 1995 (Coventry City Council) Air Quality Direction 2020; and this was followed by approval of the full business case in December 2020. Coventry has been awarded grant funding of £24.5m to implement the scheme.

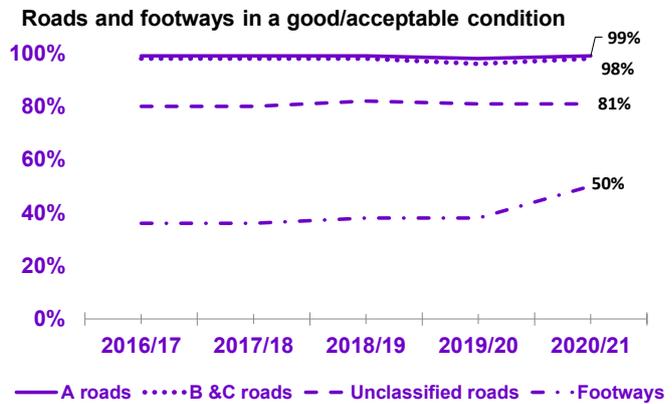


The package of measures includes:

- capacity improvements on the B4106 through Spon End and Junction 7 of the Ring Road, including improved routes for pedestrians and cyclists;
- opening Upper Hill Street onto the Ring Road, giving left in/left out access to the Ring Road via the anti-clockwise on-slip road at Junction 8;
- closure of Barras Lane between the A4114 Holyhead Road and Coundon Road/Upper Hill Street allowing the removal of the signals at the Barras Lane / Holyhead Road junction;
- reducing the number of polluting vehicles by introducing restrictions on the eastern section of the A4114 Holyhead Road on the approach to Junction 8;
- construction of a segregated cycle route linking Coundon with the city centre along Coundon Road and Upper Hill Street;
- engagement initiative (travel planning) for schools, businesses, and communities along Holyhead Road Corridor;
- banning the right turn from Cash's Lane onto Foleshill Road;
- HGV ban on part of Foleshill Road; and
- assigning electric buses to Foleshill Road.

Improvements in the footway network and overall road network quality maintained

The 2020/21 survey shows 99% of A roads, 98% of B & C roads, 81% of unclassified roads and 50% of footways to be in a good/acceptable condition.

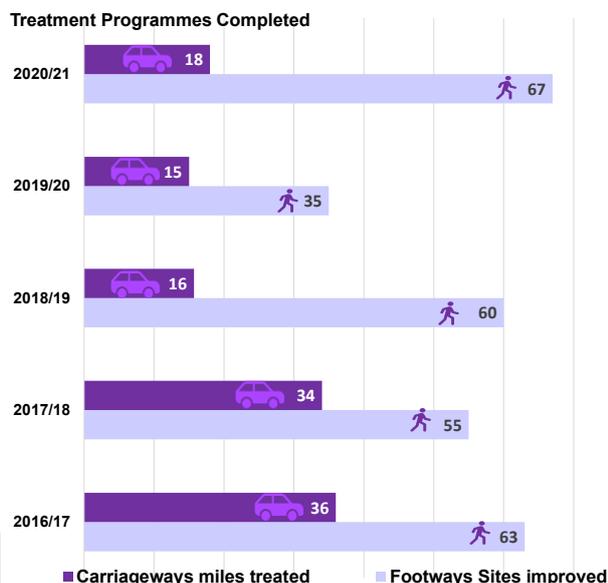


A larger sample of footway condition data was analysed for 2020/21 compared to smaller samples used in previous years. National reporting requirements only analyse a small sample of the footway network, however this year we collected and analysed data on a much large proportion of footway; this showed an apparent improvement in the footway network.

Fewer priority potholes reported

1,339 “priority 1” potholes were reported in the financial year 2020/21, down from 1,528 in 2019/20. This is a decrease of 189 over the 12-month period.

In 2020/21, 18 miles carriageway treated miles of carriageways were treat and 67 footway sites improved.



Locally committed

£2 million in new funding for footway improvements

A successful bid was made to the Department for Transport for footway improvements along bus routes. This enabled 67 sites to be improved in 2020/21 compared to 35 sites in 2019/20.

Additionally, a further £5.5m of funding was secured for the Swanswell Viaduct of the ring road (A4053), which helped progress the refurbishment and upgrade of this vital road.

The pandemic had little effect on the day-to-day service provided by the Council to maintain its roads and pavements, with inspections, maintenance and repairs continuing throughout. The team have proved incredibly resilient and adaptable to new working regimes and have continued to serve customers throughout.

Number 1 for electric vehicle charging points outside of London



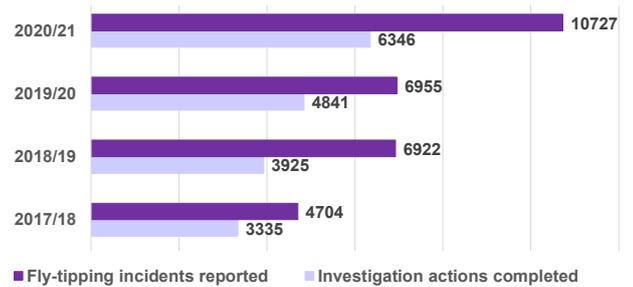
Coventry received an electric vehicle (EV) boost with 30 new on-street electric vehicle charging points installed in the Holyhead Road area as part of an exciting new pilot project. UK-based EV infrastructure company, Connected Kerb, is behind the project driven by Coventry City Council, funded through grant funding of just under £1.5 million. This brings the total number of EV charging points across the city to 488 – making Coventry the most accessible city for EVs outside of London, overtaking Milton Keynes. Usage data for the charging points are being monitored – while usage during the Covid-19 first lockdown was low, this has recovered after the second national lockdown in November 2020, with usage increasing month-on-month, up 86% from January to June 2021. A [map of charging points for EVs in Coventry and elsewhere in the UK is available on Zap-Map.](#)



The scheme has also installed air quality sensors, which are fitted onto the same posts as the charge points, providing data on pollution levels.

Fly-tipping

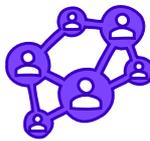
Large increase in fly-tipping



In 2020/21, the Covid-19 pandemic has had a massive detrimental impact the number of fly-tipping reports. The number of reports increased from 6,955 in 2019/20 to 10,727; an increase of 4,119 (up 62%). This is in line with the national trend – with cities and regions elsewhere also reporting a large increase in fly-tipping.

More investigations undertaken into fly-tipping

The Council has responded to the increase in fly-tipping by increasing the number of investigatory actions. In 2020/21, the Council undertook 6,346 investigations against fly-tipping, an increase of 1,505 investigations compared to last year (up 31%). Since 2017/18, the Council has nearly doubled the number of investigations undertaken; but given the large increase in fly-tipping this year, it outstrips the Council's capacity to respond.



Engaging residents and gathering intelligence to target problem areas

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.



We continue to use the targeted use of overt surveillance equipment in fly-tipping hot spots, in order to deter and capture images of these responsible.

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.

Increase in recycling and composting

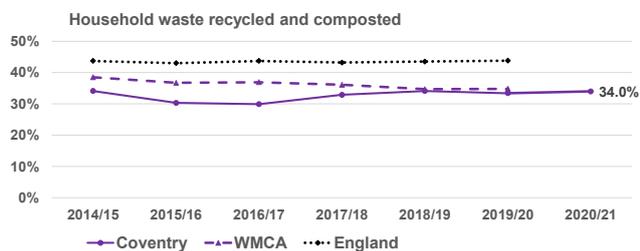
The provisional data for 2020/21 shows that the percentage of household waste recycled and composted has increased slightly from 33.4% in 2019/20 to 34.0%.

Running an operational service during a pandemic has been challenging but also offered new opportunities. As the country closed food and drink outlets, we have seen a higher volume of recyclable materials being offered for collection through the kerbside blue bins.



Above image: online deliveries have created more packaging materials and the trend for continuing shopping in this way is increasing.

Engaging with public face-to-face was suspended and advice on managing waste was given by phone during the pandemic; although now we are once again able to speak to residents in person.



The bulky household collection received a boost from the City of Culture fund used for a "spring clean" of the city. This has, amongst other benefits, helped residents to clear away large items at half price. The spring clean funding has allowed us to increase the number of daily collections, and the half price deal has been so successful it has been continued from March into the new financial year. During the final quarter of the year, over four tonnes of items collected through bulky waste were suitable for reuse and will have a new home.



131,232 tonnes of household waste collected through cleansing, waste collections, the public waste site(tip) and bulky waste schemes in 2020/21

When restrictions on non-essential travel were relaxed after the lockdown, the Coventry Household Recycling and Reuse Centre (the tip) on London Road reopened on 18 May 2020, with a new booking system introduced to manage capacity. Residents were able to book in advance either online or by phone to book a trip to the tip. The systems enabled the tip to safely reopen and comply with the Government's social distancing rules.

Following positive feedback from residents, the booking system at the Household Recycling and Reuse Centre has now been made permanent. Residents are reporting that the booking system makes a trip to the tip much easier and safer.

Residents can book online at www.coventry.gov.uk/recycling/.

Trial of electric bin lorries

A successful zero emission electric bin lorry trial was carried out in 2020/21. The bin lorries are fully electric with zero emissions

and are able to work a nine-hour shift after just six hours 45 minutes battery charge.

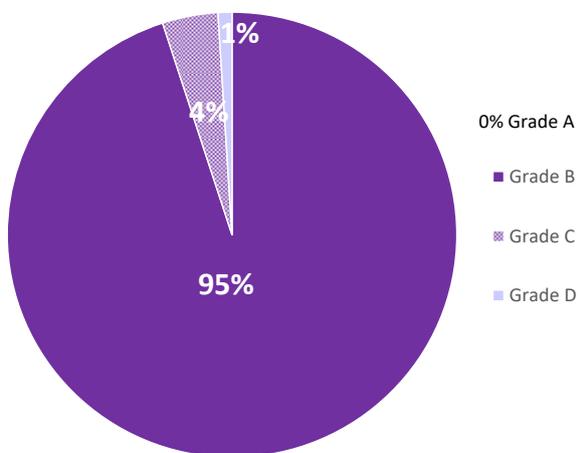


The Council hopes to gradually replace the diesel fleet to help reduce air pollution in residential areas as well as meeting green targets for carbon reduction.

Streetpride and cleanliness

95% of inspected sites meet Grade B cleanliness standard

Inspection results 2020/21



There has been a 3-percentage point increase in sites falling below the Grade B cleanliness standard in 2020/21.

In 2020/21 95% of inspections completed were graded B and none were graded grade A, therefore in 2020/21 the percentage of sites graded B or above reduced from 98% to 95%.

The percentage of sites below standard increased from 2% to 5%, with 4% graded C and 1% graded D. Inspections are undertaken on a weekly basis by the supervisory team. 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, predominantly free of litter and refuse apart from some small items) in the code of practice as far as possible.

The pandemic has had an impact on service delivery as a result of operational staff absences due to the requirement to isolate. Measures have been undertaken to reallocate resources to maintain key services.

Upkeep of parks

Five parks win Green Flags

In October 2020, parks and green spaces across the country were raising their Green Flag Award with pride in a year when millions of people have seen the value of having great quality green spaces on their doorstep.

Among them were five parks in Coventry which were raising a Green Flag Award for the ninth year running:

- War Memorial Park;
- Coombe Country Park;
- Longford Park;
- Allesley Park; and
- Caludon Castle Park.



Above: War Memorial Park

Visit or find out how to volunteer in your local park at: www.coventry.gov.uk/parks/



Go Parks: innovative partner delivery in parks

Go Parks, a new initiative for the people of Coventry that helped find new and exciting ways of using parks and greenspaces was introduced in August 2020. This brought everything from sport and physical activity to wellbeing and culture to local parks.



The Go Parks: Active Schools Challenge was held in February 2021, over 100 schools took part with a total of 384,905 points awarded, winning great prizes for Coventry schools. A video highlight of the Active Schools Challenge is on YouTube at <https://youtu.be/t6SCOqibEVo>.

Make communities safer

9.5% increase in overall crime recorded

Total recorded crime in Coventry increased in April 2020 to March 2021 to 31,309 from 28,592 in 2019/20. This is a 9.5% increase; a much larger increase than in 2019/20 which was only 0.8%. In 2020/21 Coventry ranked fourth out of the eight policing areas, accounting for 11.2% of the West Midlands force's total. Crime has increased throughout the year; however, this may be due to the reduction in recorded crime during the first lockdown experienced at the beginning of the time period. March 2021 recorded the highest number of offences in Coventry for the year.

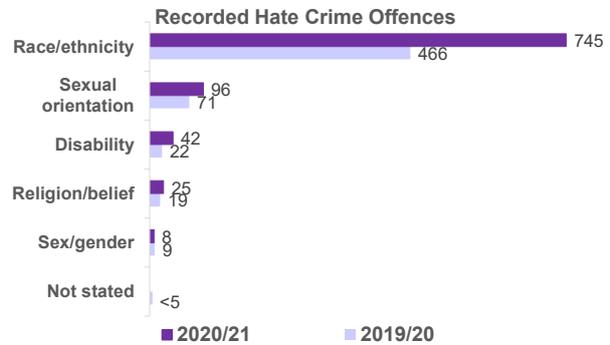
The top three offences for Coventry in 2020/21 were common assault (accounting for 10.3% of crimes), assault occasioning actual bodily harm (7.1%) and harassment (6.2%). Notably of the top three, both common assault and harassment increased significantly, both seeing an increase of 900+ offences recorded in 2020/21.

Slight increase in youth offending

Coventry has seen a slight increase in the rate of first-time entrants to the youth justice system in young people aged 10-17. This has increased from 224 per 100,000 in 2019/20 to 230 in 2020/21. This reverses a trend since 2016 where the number of first-time entrants has decreased – and the youth offending

service will be closely monitoring the trends on a quarterly basis as pandemic-related restrictions ease to assess the longer-term pattern.

55% increase in the number of hate crimes recorded



This is a year where the death of George Floyd in America has sparked protests and conversations about racial inequalities, not just in the USA, but in the UK and around the world too – and here in Coventry.

In 2020/21, 916 hate crime offences were recorded. This is an increase of 328 (55%) from 588 offences in 2019/20. Racially motivated hate crime continued to be the most common hate strand recorded in 2020/21 with 81% of the total being attributed to this strand. Following this was homophobic hate crime (11%) and disability hate crime (5%). Together, these three accounted for 97% of the year's total.

In October 2020, a video produced in Coventry by local communities highlighted the thoughts and feelings of victims of hate crime and providing details of how people, who experience or witness hate crime, can report it.

The video, titled *'Together we can stop hate crime'*, tells the experiences of people from different communities in the city.

Each person's story explains the cruelty of hate crime, which is defined by a hostility or prejudice towards someone on the basis of either their race, religion, disability, or as a result of homophobia or transphobia.

It was put together by the Council with support from Together in Action (TIA), plus community and police partners.



The video is on YouTube at <https://youtu.be/kBeQzbnw5aU> and anyone experiencing a hate crime can report it at www.report-it.org.uk or go to a library or family hub to get information.

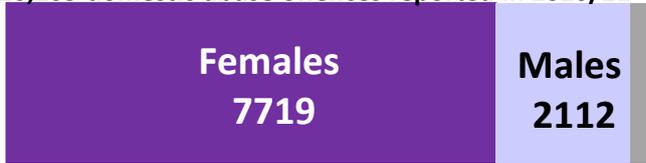
Domestic abuse

37% increase in domestic abuse crimes reported

There has been an 36.7% increase in domestic abuse reported in 2020/21. The number of reports increased from 7,463 in 2019/20 to 10,203 in 2020/21. In 2020/21, there were 6,237 crimes and 3,966 'non-crime' incidents reported over the 12 months.

Domestic abuse has increased across the West Midlands Police force area, with Coventry mirroring activity seen across the West Midlands. Whilst this shows a general increase of domestic abuse in Coventry, consideration is also needed for the service provision changes experienced throughout the last year as access to support and knowledge of what support is available would likely have lessened due to the lockdown imposed at the beginning of the year, therefore an increase may also signal a continued confidence in reporting.

10,203 domestic abuse offences reported in 2020/21



372 Gender not recorded

Females accounted for the vast majority of domestic abuse offences recorded in Coventry in 2020/21, accounting for 78.5%, reflecting the gendered nature of this crime, and the disproportionate impact of violence against women and girls. However, males proportionally increased from recording 18.6% in 2019/20 to 21.5% in 2020/21.

In November-December, the Council and the city's domestic abuse services (Coventry Haven, Valley House, Panahghar and Relate) joined global organisations and communities to raise awareness of domestic abuse; reminding communities that, while the consequences of the pandemic and lockdown



measures are challenging for all of us, it can pose extra difficulties and risk for those who are living with domestic abuse. Staying indoors is even harder for people whose home is not the haven it should be and enforced isolation may increase abusive behaviour. It reduces victim's ability to access help and support; and isolation may be used as a tool of coercive and controlling behaviour by perpetrators, as they attempt to shut down victim's routes to safety and support.



The city's Safeguarding Adults Board launched campaigns to ensure people experiencing domestic abuse know they can access help – and demand on the Safe to talk helpline has increased with more than 1,000 calls received since the start of Covid-19.

Additionally, an 18-week perpetrator programme, Choose2Change, has been introduced to try and stop further abuse in the future.

Improving educational outcomes

School performance and pupil attainment

Due to the Covid-19 pandemic and the national lockdown, school examinations including GCSE and A-level examinations were cancelled in summer 2020. As a result, there are limited indicators available for 2020.

Pupils scheduled to sit GCSE and A-level exams in 2020 were awarded either a centre assessment grade (based on what the school or college believed the student would most likely have achieved had exams gone ahead) or their calculated grade using a model developed by Ofqual - whichever was the higher of the two. The GCSE grades awarded to pupils in 2020 will remain with them as they stay on in further and higher education or enter employment after leaving school. However, the cancellation of summer 2020 GCSE exams and the new method of awarding grades has led to a set of pupil attainment statistics that are unlike previous years.



Each of the pupil level attainment statistics have increased, more than would be expected in a typical year. This reflects the change to the way GCSE grades were awarded rather than improvements in pupil performance. As a result, the 2020 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance.

Key stage 4

The following table sets out the attainment 8 results at key stage 4 for Coventry and England. Progress 8 data was not published. No comparisons are made against previous years as the results are not comparable.

		2020
Coventry	Average Attainment 8 score of all pupils	47.2
	Percentage of pupils achieving grades 4 or above in English and Mathematics GCSEs	66.9%
	Percentage of pupils achieving grades 5 or above in English and Mathematics GCSEs	44.8%
England	Average Attainment 8 score of all pupils	50.2
	Percentage of pupils achieving grades 4 or above in English and Mathematics GCSEs	71.2%
	Percentage of pupils achieving grades 5 or above in English and Mathematics GCSEs	49.9%

Key stage 5

A levels
36.75 points

Tech levels
29.20 points

General applied
31.44 points



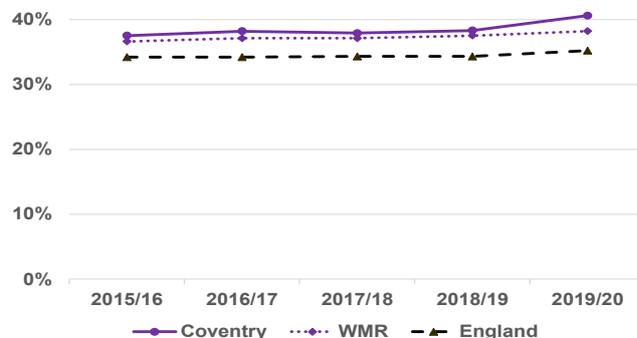
The following table sets out the three key metrics at key stage 5:

		Coventry	SN	England
A Level	Average Points Score	36.75	36.86	39.51
	Average Grade	C+	C+	B
Tech Level	Average Points Score	29.20	29.02	29.77
	Average Grade	Merit	Merit	Merit
General Applied	Average Points Score	31.44	29.77	31.25
	Average Grade	Merit	Merit	Merit

Improving health & wellbeing

Increase in overweight children

Year 6 prevalence of overweight (including obesity)



2019/20 has seen an increase in the rate of overweight or obese children aged 10-11 in the city, a 2.3% increase to 40.6%. Covid-19 has resulted in delays to completing the national child measurement programme in 2020/21 – and completing this during the remainder of the school year is a priority. The Council is working with school nurses and health visitors to support to children and families around healthy eating, being active and wellbeing; including supporting healthy behaviours alongside the buggy workout programme for new mums.

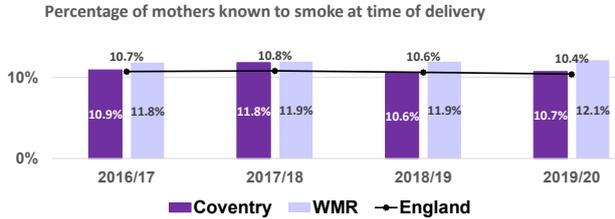
During Covid-19, services were adapted, including running live activity and fitness sessions over Zoom; working with schools to provide activities and online sessions; and, when restrictions were relaxed, outdoor face-to-face sessions in-line with government guidance.

The Go Parks challenge, focused on increasing the activity levels of pupils, teachers, and families, saw with excellent results. British Cycling have also delivered sessions with community centres and family hubs during the Easter break and have further sessions arranged with schools across the summer holidays.



Smoking status amongst mothers at time of delivery

Smoking status amongst new mothers at time of delivery for Coventry in 2019/20 has remained consistent to last year and is statistically similar to England's.

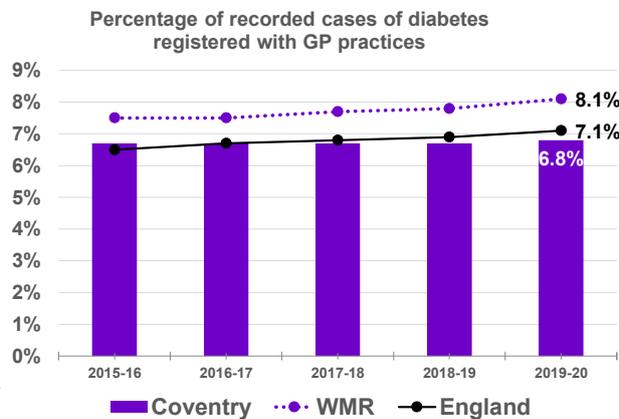


In 2019/20, over 300 women sought support from stop smoking services to quit, with 133 who achieved abstinence by the time of delivery. Although the prevalence of smoking has been reducing, the number of women achieving abstinence from cigarettes at time of delivery from a stop smoking service has remained consistent over the last few years. During Covid-19, services moved to an online model of delivery and carbon monoxide verification was paused in line with national guidance. The service saw a significant increase in reaching 'hard-to-engage' pregnant women and their family members to quit smoking during this time.

As part of the local maternity and neonatal system across Coventry and Warwickshire, University Hospital Coventry and Warwickshire (UHCW) will be leading on embedded stop smoking in pregnancy services in maternity. They will work alongside community stop smoking services ensuring a robust offer for pregnant women and their families to quit smoking.

Slight increase in diabetes prevalence recorded

There were 29,142 people with diabetes registered with GP practices in Coventry in 2019/20. This has increased by 996 cases, from 28,146 in 2018/19. As a percentage, this is an increase from 6.7% to 6.8% of the GP registered population.



While the prevalence of diabetes in Coventry remains below England and West Midland levels, it has continued to see a gradual rise year on year. Our population health data, demographics and relative deprivation all indicate that Coventry is most probably under-reporting the level of diabetes in the city – meaning that people with diabetes in the city may not be getting the help they need.

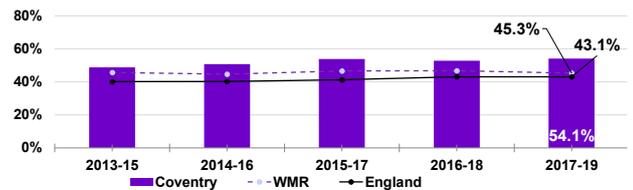
The pandemic has had an effect on the ability of the health system to record and support people with diabetes – as routine primary health care work, including health checks, and opportunistic screening were paused; and to date, has not been fully restored as the health system continues to deal with the backlog of unmet health care demand.

This has also significantly impacted on the care delivered to people with diabetes – with just over half (55.2%) of people with type 2 diabetes receiving all eight care processes – meaning that more people will not have received the screening to detect complications of diabetes during the pandemic.

The reduced detection of diabetes, late presentations, and the impact of Covid-19 on people with diabetes receiving their annual review and eight care processes has the potential to adversely impact on the health of our population for a significant time.

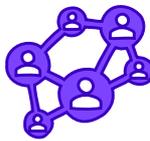
Increase in percentage of late HIV diagnoses

There has been a slight increase in the *percentage* of late HIV diagnoses from 52.8% in 2016-18 to 54.1% in 2017-19. However, the overall count has reduced from 47 to 40, as fewer HIV diagnoses were made overall.



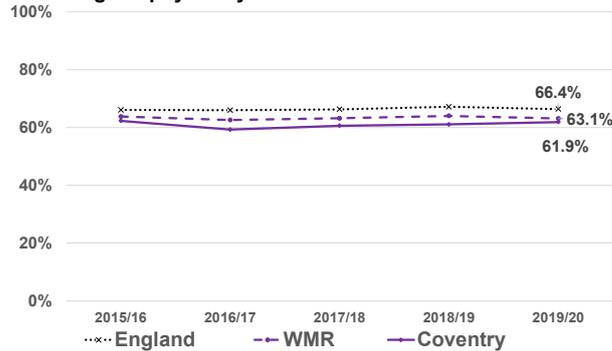
Local data suggests that there has been a significant decrease in the number of individuals accessing HIV testing in pharmacies during the pandemic. To compensate this, the online national HIV test ordering service has been promoted to ensure residents can continue to access HIV tests. In 2020/21, 405 individuals accessed a HIV test from the online service. The Council will recruit new pharmacies to deliver HIV testing in 2021/22.

Locally committed



6 in 10 adults are physically active

Percentage of physically active adults



The national Sport England active lives adult survey indicates 61.9% of adults in Coventry were physically active in 2019/20. Fewer adults are physically active in Coventry than the West Midlands Region (63.1%) and England (66.4%). This survey took place before the pandemic and therefore does not consider the changes in patterns of behaviour due to the pandemic and associated lockdowns.

Lockdowns and restrictions associated with the pandemic shifted physical activity

A national survey with around 2000 adults (16+) undertaken via Sport England indicates that during the first national lockdown (March to May 2020), when many activities were unavailable, large numbers of people were walking, cycling, and running – despite worries about leaving home – and working out at home to stay active.

As restrictions eased (May-September 2020), physical activity levels held; but as other parts of society reopened, the number of people active on most days (five or more days a week) declined, and the number active on some days (1-4 days per week) increased, compared to the first lockdown.

As restrictions resumed in September to January, and the weather turning and the rule-of-six and regional tier system introduced, the number of people active on most days fell lower by October, despite stable participation in most activities.

During the third national lockdown, physical activity levels were unchanged – with many other activities unavailable, walking and cycling for leisure have increased, as has activity taking place at home.

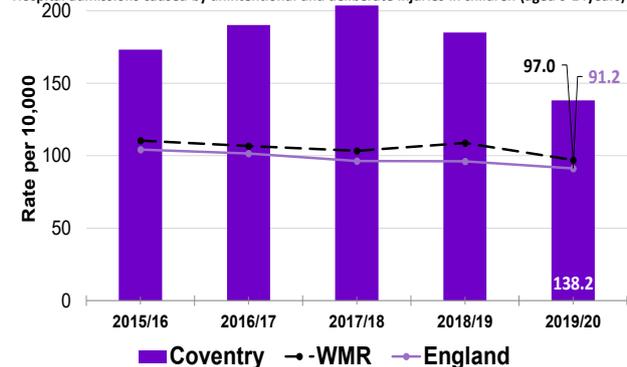
Early, provisional results from the Coventry household survey 2021 conducted in February 2021 suggest that three quarters of residents spent some time on active recreation – with half of

residents spending at least an hour a week on active recreation. This has increased from the previous household survey in 2018.

Fewer admissions to hospital due to childhood injuries

The city's Early Help Strategy identified preventing childhood accidents as one of ten key outcomes. A task group, with representatives from the Council, fire service, midwifery, and voluntary sector organisations, have worked to highlight accident hotspots in the household and help advise practitioners on practical steps to help families take on preventative measures.

Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14 years)

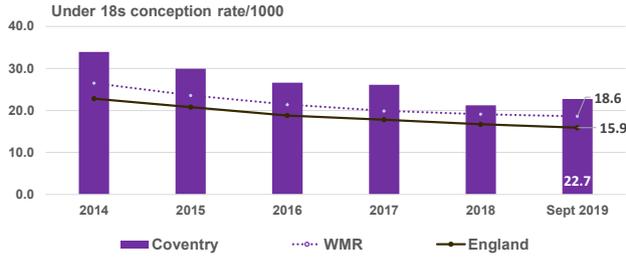


There has been a reduction in hospital admissions caused by injuries in children aged 0-14, with the rate per 10,000 reducing from 184.9 in 2018/19 to 138.1 in 2019/20.

Due to school closures associated with the pandemic, children have spent more time at home. Figures are expected to show an increase due to increased exposure to potential household harms and domestic abuse. Additionally, face-to-face workshops run by MAMTA to support migrant families to access childhood accident prevention resources were suspended during the pandemic, meaning there may be more families unaware of the support and resources available.

There are a few organisations who carry out home safety checks, so it is not surprising if a household receives multiple visits from different professionals. The group is looking to map existing safety checks to better align the support and advice offered. Partnering with Child Accident Prevention Trust (CAPT), the group is exploring the use of pictorial and multi-lingual resources to spread accident prevention messages to families who do not have English as a main language.

Increase in conceptions to under-18s



Provisional data for October 2018 to September 2019 suggests an increase in the under-18 conception rate to 22.7 per 1,000 girls aged 15-17 in Coventry. This contrasts the data for West Midlands Region and England which both show a reduction to 18.6 and 15.9, respectively.

The increase in the under-18 conception rate marks a reversal of a decade-long trend whereby the city's under-18 conception rate has fallen from a peak of 68.1 in 2008.

Cycle training for children and adults

Over the summer holidays in 2020, free training was available for children at leisure centres with British Cycling. All sessions were free for Coventry residents and Go CV card holders. All the sessions were delivered in small groups with social distancing in line with the government guidance at the time.



Free cycle training sessions for adults were also available at Xcel Leisure Centre and the Canal Basin where you could learn to ride, develop your skills away from traffic or build your confidence riding on the road.

Better cycling experience

Working with Transport for West Midlands (TfWM), the Council introduced active travel schemes over the summer months, responding to the additional demand for walking and cycling within the city. Pop-up cycle lanes, wider pavements and bike

share schemes are amongst some of the measures introduced to encourage more people to cycle and walk when moving around the city.



Above: West Midlands cycle hire scheme, and wider pavements and dedicated cycle lane on Hollyfast Road.

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.

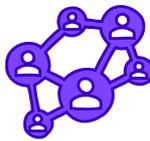
Breastfeeding

In 2019/20, 94.6% of Coventry infants' breastfeeding status were known. Public Health England (PHE) requires the figure to be 95% or above before reporting, and so the Coventry's figures were not published. Of Coventry infants whose breastfeeding status was known in 2019/20, 50% were totally or partially breastfed at 6-8 weeks after birth. This is an increase from 2018/19 rates of 48%. Compared to England's rate of 48% in 2019/20, Coventry's is significantly higher.

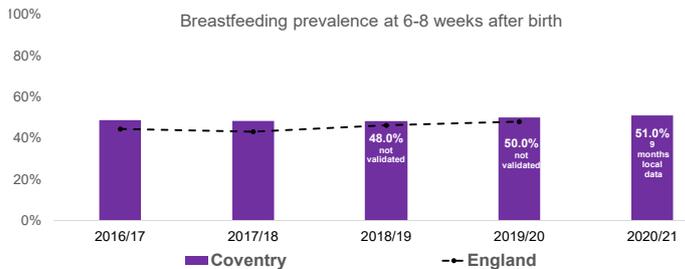
The city has adopted the UNICEF baby friendly initiative infant training programme. All of the service's staff, excluding school nurses, have attended relevant training; and audits have been carried out with staff and service users in preparation for the pending UNICEF re-accreditation assessment.

The pandemic-related restrictions meant that, for a portion of 2020/21, face-to-face contact and home visits were not allowed. It was originally estimated that the restrictions would decrease breastfeeding levels, so the service aimed to protect breastfeeding levels – as well as ensure that infant formula was available.

The service received a great increase in the number of calls for support by anxious families in response to pregnancy in lockdown, breastfeeding and queries about the safety of the



Covid-19 vaccination. Families have also reported feeling isolated, lonely, and vulnerable; and have raised concerns about their own mental health or that of their family members. In response to restrictions and increased demand, the service adapted, increasing virtual contact. Families in Coventry can now access the service via Zoom breastfeeding cafes and virtual specialist clinics. In addition, Covid-safe face-to-face clinic consultations were carried out in family hubs once restrictions relaxed.



Provisional data for the first three quarters of 2020/21 suggest that, of the Coventry infants whose breastfeeding status was known, 51% were totally or partially breastfed at 6-8 weeks after birth – maintaining the performance level seen in 2019/20. This may reflect well on the new hybrid virtual and face-to-face delivery model; as well as improved collaboration between health visiting and infant feeding teams.

Building on the learning from the pandemic, the service is looking to continue their hybrid offer of virtual and face-to-face support, including monthly infant feeding workshops for all staff; new training for peer support volunteers; a new-style breastfeeding café at a physical venue; and, recognising the mental health concerns reported, a Mindfulness Day.

Update on children's services transformation



The ongoing journey to excellence in children's services has maintained its momentum throughout the pandemic. Services have embraced system change and adopted digital solutions, to make sure the city's most vulnerable children are getting the best outcomes.

Despite the lockdown restrictions, recent improvements include:

- redesign of business processes and forms for *signs of safety* to allow early help for vulnerable children and families before issues become entrenched;
- continued drive to increase the number of internal foster care placements; and
- moving to electronic processes for our residential services, through the implementation of a new module in the children's case management system.

Supporting families through receiving the right help at the right time

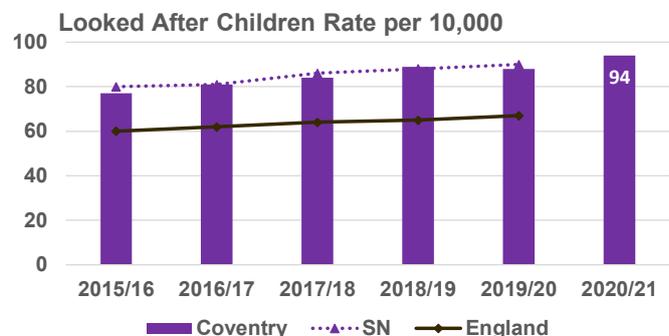
Last July, Coventry's Safeguarding Children Partnership launched its Early Help Strategy for 2020-2022.



The vision is for Coventry children and young people to have supportive families, live safe from harm, fulfil their potential, are healthy, and have positive fulfilling lives.

Increase in the number of looked after children

At the end of March 2021, 747 children were looked after by Coventry City Council. This is an increase of 46 children from March 2020, when there were 701 looked after children. Expressed as a rate per 10,000 children, Coventry's rate has increased from 88.0 March 2020 to 93.7 in March 2021.



There was a considerable increase in new children becoming looked after in July and December 2020 – and the number of looked after children peaked at 754 in December 2020. Trends in

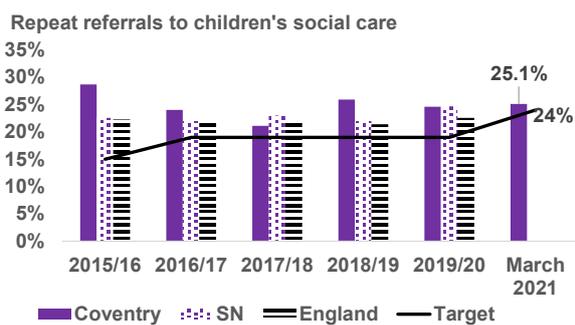
Coventry reflect wider trends regionally and nationally and may be linked to increased isolation associated with pandemic-related lockdowns.

A total of 304 new looked after children started during 2020/21; the highest number between 2015/16 to 2020/21.

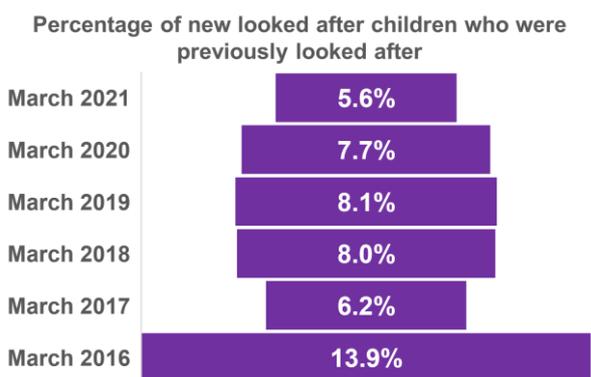
Coventry is launching the Family Valued model in April 2021, a model of system change where training in restorative practice is provided across children's services and partner agencies, with one of the aims of improving outcomes in Coventry by reducing the number of children looked after.

Increase in repeat referrals to children's social care

Repeat referrals to children's social care have increased slightly from 24.6% in 2019/20 to 25.1% at March 2021. Throughout the year a responsive 'dip-sampling' approach has been employed to help social workers and managers understand the reasons behind the re-referrals, so that actions can be put in place to support improvement and further reduce re-referrals moving forward into the new financial year.



Fewer looked after children previously looked after



The percentage of new looked after children who were previously looked after has reduced to 5.6% in 2020/21, from 7.7% in 2019/20. The excellent performance in reducing the numbers of children returned to being looked after is evidence that outcomes for vulnerable and at-risk children are improving in the city.

Digital counselling and support to improve the mental wellbeing of children and young people

Kooth, a new anonymous digital counselling and support service for children and young people went live in Coventry in April 2021.



Kooth is a safe, free, and confidential way for young people to access emotional wellbeing and early intervention mental health support. The service, funded by Councils and the clinical commissioning group, is open to all young people in Coventry and Warwickshire aged 11-25 years.

Up to 70% off water bills for care leavers

In an industry-first, Severn Trent, the water company, is offering up to 70% discount on water bills for care leavers. This helps provide financial support to care leavers as they move into independent living; and is part of the care leavers covenant, a commitment by local authorities to help support young adults leaving the care system. Severn Trent is the first utility company to join forces with a local authority, in offering this type of support to care leavers. The scheme will give the care leavers up to 70% off their water bill in the first year, and then further discounts until the age of 25.

Adult social care

When the pandemic commenced, adult social care adapted quickly to continue to deliver most of our responsibilities for assessment and safeguarding through digital means while ensuring we continued to undertake face to face work where this was required. As we progress towards recovery from the pandemic, we will increasingly blend the use of technology with face to face work. We did, however, have significant challenges in respect of care capacity and were one of only six local authorities to activate the Care Act easements due to a shortage of care and support staff early in the pandemic. This required us to temporarily reduce our approach to promoting independence and reassign staff from day centre activity to other services.

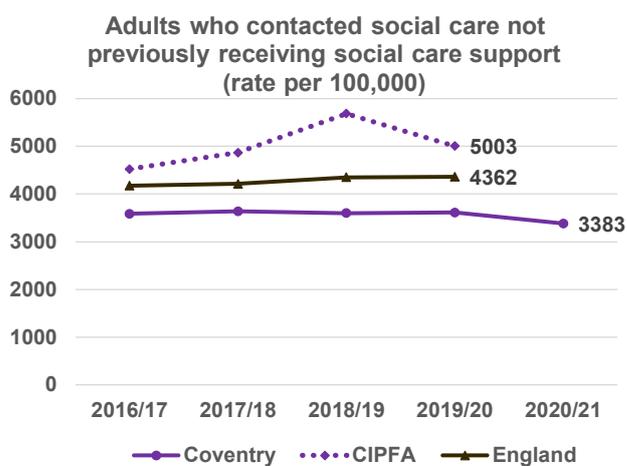


Stable number of people in receipt of long-term care

As of 31 March 2021, there were 3,404 people receiving long-term ongoing support from adult social care. The number and rate have stayed at a similar level over the last 5 years and remain lower than comparators.

Fewer new people asking for support from adult social care

In 2020/21, 9,870 adults (a rate of 3,383 per 100,000) contacted social care who had not previously received social care support. This is a reduction of 6% from 2019/20, when 10,367 adults (3,600 per 100,000) requested help.

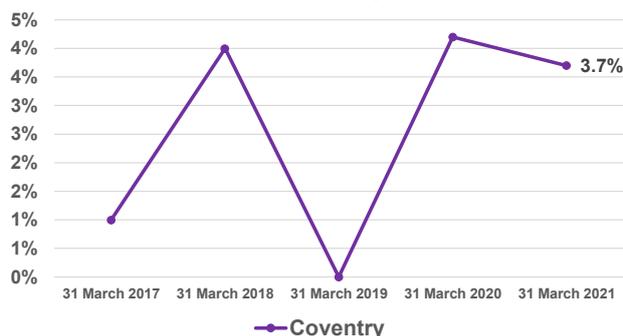


The number of adult safeguarding S42 enquiries (476 enquiries) and rate per 100,000 population (163 per 100,000) have both fallen in comparison with last year.

96% of service users placed in adequate social care services

The proportion of adult social care service users placed in regulated adult social care services rated as inadequate has reduced to 3.7%. As of 31 March 2021, 30 people were placed in residential and nursing care within the city that were rated by the Care Quality Commission (CQC) as inadequate, out of 810 people placed. Where a service is rated as inadequate following CQC inspection, adult social care ensures that residents continue to have their care and support needs met and work with the home to ensure remedial actions are put in place.

Proportion of adult social care service users placed in regulated adult social care services rated as inadequate



Satisfaction measures not available this year

The adult social care survey was paused in 2020/21. This means that data on the proportion of adult social care service users who feel safe; and the overall satisfaction of people who use services with their care and support is not available. We did however undertake a smaller survey of our own, which although was not statistically significant did indicate a high level of satisfaction with the support received from those who responded.

The carers survey has also been paused – so overall satisfaction of carers with social services is also unavailable.

Impact of the pandemic on the care sector

The impact of the pandemic on the care sector and care homes in particular is well reported and Coventry has not been immune from this impact.

The Council has worked with the care sector in Coventry throughout the pandemic supporting with ensuring adequate personal protective equipment (PPE) was in place and additional funding to support infection control, testing and workforce resilience was provided. We have also been supporting the care sector with the roll-out of Covid-19 vaccinations to care staff. As of 29 June 2021, 80% of frontline care staff have received the first dose of the vaccination, and 66% with both doses.

A full report setting out the performance of adult social care against objectives set can be found in the local account, available at <https://www.coventry.gov.uk/localaccount/>.



Housing and homelessness

Less statutory homeless (in priority need) households

The number of households accepted as statutory homeless (in priority need) decreased from 913 in 2019/20 to 722 in 2020/21. However, this is still a significant increase from 388 in 2018/19. The past year has seen an increase in approaches to the service particularly from single people. Like many services, the delivery of the front-line statutory service moved to a telephone-only service at the outset of the first lockdown on 23 March 2020. There has also been a year-on-year increase in approaches to the service:

- 2018/19: 3,789 approaches
- 2019/20: 4,530 approaches
- 2020/21: 4,497 approaches

With the eviction ban due to expire, the service expects an increase in approaches, especially from families, in 2021/22.

More homelessness cases prevented and relieved

The number of homelessness cases prevented and relieved increased from 552 in 2019/20 to 1,083 in 2020/21 against a corporate target of 750. The front-line processes were reviewed, and changes made to how customers can access the service.

The introduction of appointments has seen an increase in cases going onto prevention; giving more opportunity to work with customers to resolve their circumstances before they become homeless.

Temporary/supported accommodation

The Council delivered a number of significant projects during 2020/21, reducing the spend on temporary accommodation. Projects include:

- implementing a temporary accommodation charging policy;
- re-negotiating the costs of temporary accommodation, securing better accommodation at cheaper cost; and
- no family was placed in B&B accommodation in 2020/21, except in an out of hours emergency;
- the implementation of an agreement with Cornerstone Partnership and *Let's Rent Coventry*, the Council's rent guarantee scheme, increasing the number of private rented properties at local housing allowance rates for homeless households;

- approval to purchase a range of temporary accommodation, a number of which are now refurbished and providing enhanced support to single people. This includes the conversion of a former student accommodation block, a 26-bed unit on Holyhead Road that opened in March 2021; and
- newly commissioned housing-related support contracts, which went live in April 2020.

Below: new accommodation secured to support single homeless people (image source: Google Maps)



Supporting rough sleepers

In March 2020, at the outset of the first national lockdown, the Government issued a directive for Councils to accommodate all people rough sleeping in their boroughs. In Coventry, this coincided with an increase in the city's rough sleepers team from three officers to nine officers. Working with partners across the city, in particular the Salvation Army, the team accommodated over 350 individuals temporarily and moved over 250 into permanent accommodation. Working with partners, the Council also secured over three million pounds in funding to meet the accommodation needs of rough sleepers in the city. 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. Next year, the Council will be refreshing the city's rough sleeping strategy with local experts by experience and working towards our ambition to eliminate rough sleeping in 2022.

Homelessness

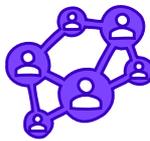


722

households accepted as statutorily homeless

1083

homelessness cases prevented



Reducing health inequalities

Healthy life expectancy

Healthy life expectancy indicates the average number of years a person could expect to live in good health. Coventry’s healthy life expectancy at birth for males (61.9 years) and females (64.2 years) are both similar to the figures for the West Midlands Region and for England. Trend-wise, England’s healthy life expectancy figures for both males and females have been stable from 2009-11 to 2017-19. While male figures have tended to perform worse than England average between 2009-11 and 2012-14, it has caught up since 2013-15 and has remained statistically similar to England average.

Health impacts of Covid-19

Good health and wellbeing are influenced by multiple factors, such as employment status, living environment, personal relationships, and having a voice in decisions that affect you. During the pandemic, many facets of life that were key to health and wellbeing, also known as the wider determinants of health, were impacted. Nationally, Public Health England reports that, during the pandemic:

- half of the survey responses of people who had a worsening health condition in the preceding seven days did not seek advice for their condition. The most common reason given was to ‘avoid putting pressure on the NHS’;
- self-reported mental health and wellbeing has worsened;
- increase in people were helping others more than before; and
- increase in snacking, cooking from scratch, eating healthy meals, and eating with family
- increase in people attempting to quit smoking has increased.

Together, these will have a mixed impact on overall health and wellbeing.

Locally, draft, preliminary findings from the Council’s latest household survey, conducted in February 2021 found:

- just under three-quarters of a representative sample of Coventry residents said their health was good, a decrease from 2018;
- fewer residents reported smoking cigarettes or e-cigarettes than in 2018;

- similar number of residents reported eating the recommended level of fruit and vegetables;
- fewer residents reported eating takeaways; and
- an increase in residents consuming alcohol at least once a week.

Residents were also asked about the impact of the pandemic on various factors. Fewer residents were worried about their relationships with people they live with, their job, connectedness to the local community; but there were greater concerns about the impact on their finances, physical and mental wellbeing, and lifestyles.

The Council worked with Warwickshire on a joint Coventry and Warwickshire Covid-19 health impact assessment. The assessment sought to identify key factors that may affect the population’s health and wellbeing as a direct result of Covid-19.

Key findings include:

- an integrated recovery: the analysis shows that health and wellbeing has been deeply impacted by changes across the wider determinants of health; health behaviours and lifestyles; the health and care system; and the places and communities we live in. The implication is that recovery must be connected across all four parts to have the biggest chance of success; and
- the double impact – the harm from Covid-19 itself has been unequally distributed across the population. The analysis shows that the wider impacts from the pandemic and lockdown will fall more heavily on those same communities most directly affected by the disease – with the burden falling on communities who are living in areas of greater deprivation, with less ability to mitigate against the disease.

Mortality due to Covid-19

The following table sets out the number of people in Coventry who died due to or involving Covid-19. That is, a person with Covid-19 recorded as a cause of death on their death certificate as certified by their doctor.

Place of death	2020-21 (4 Apr 2020 to 2 Apr 2021)		Since the pandemic began (21 Mar 2020 to 4 Jun 2021)	
	Covid-19 deaths	All deaths	Covid-19 deaths	All deaths
Hospital	422	1,462	477	1,722
Care homes	130	642	139	752
Home	36	863	42	1,009
Hospice	7	163	8	196
Elsewhere	1	45	2	56
Total	596	3,175	668	3,735

In 2020/21, Covid-19 accounted for nearly one-fifths of all Coventry deaths.

To put Covid-19 deaths in perspective with major events in Coventry's history, the official death toll during the Coventry Blitz on 14-15 November 1940 was 554 people; and around 1,250 people were killed in Coventry by air raids between June 1940 and August 1942.

Local picture for mental wellbeing

The Coventry and Warwickshire Mental Health Needs Assessment survey results have revealed:

- inequalities regarding access to services for people with protected characteristics (women, ethnic minorities, LGBT+ people); people at financial disadvantage (including digital disadvantage); and people living with or facing multiple complex needs (such as homelessness, substance misuse, offending behaviour, mental ill-health, domestic abuse);
- service disruptions and an increase in waiting times across a wide range of health and social care services, including mental health services;
- struggles with isolation; the blanket coverage of the pandemic in social media; and digital exclusion from the shift to digital-only services.

Additionally, the Coventry Safe Haven survey suggest that people experiencing mental ill health have experienced greater levels of social isolation, contributing to an increase in depression, self-harm, and suicidal thoughts. Service users have reported struggling with the lack of physical presence and contact; changing the dynamics of their relationships.

Vaccinating Coventry

The coronavirus (Covid-19) vaccines are safe and effective. They are our best defence against the virus and gives the best protection against the disease. On 8 December 2020, Coventry's University Hospitals Coventry and Warwickshire (UHCW) was the first place in the world where a patient, Margaret Keenan, received a coronavirus vaccination as part of a vaccination programme outside of a clinical trial.

Anyone who gets Covid-19 can become seriously ill or have long-term effects (long Covid). Research has shown that the vaccines significantly reduce the risk of getting seriously ill or dying from Covid-19; reduce the risk of getting symptoms of Covid-19; and help reduce the risk of catching and spreading Covid-19.

Current evidence suggests that the Pfizer-BioNTech vaccine is 96% effective against hospitalisation after 2 doses, and the Oxford-AstraZeneca vaccine is 92% effective against hospitalisation after 2 doses.

In Coventry, we know that people in some of our more deprived neighbourhoods and from some communities are less likely to be vaccinated against Covid. If this were left unaddressed, this would leave some communities at greater risk of preventative death and disease.

The Council has been working with our NHS partners, GP practices and community, faith, and voluntary sector leaders to encourage our residents to get vaccinated to protect themselves and their family and friends against Covid; this has included opportunities to see how the Covid-19 vaccine is prepared; talks from medics and community and faith leaders to address any concerns or reservations; and pop-up clinics to encourage people to get vaccinated. This has helped address some of the inequality gaps in the city - but still more efforts are required to get everyone vaccinated in the city.

The Covid-19 vaccination is free. Residents can book their Covid-19 vaccination on the NHS website at:

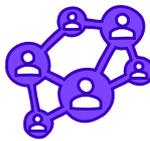
<https://www.nhs.uk/conditions/coronavirus-Covid-19/coronavirus-vaccination/book-coronavirus-vaccination/>

Local outbreak management

While the vaccination programme is our best defence against Covid, it is also important to prevent infections via non-pharmaceutical interventions (NPIs) and manage outbreaks - along with work to encourage vaccination uptake across all our communities. Our approach is set out in the [Coventry Local Outbreak Management Plan](#).

This has involved:

- encouraging uptake of regular lateral flow testing to identify asymptomatic individuals with Covid-19 including running a number of community testing sites and encouraging home testing;
- Covid-19 advisors working to provide advice, information, and guidance - and enforcement where required - to help businesses and workplaces stay safe;
- running a welfare service to ensure people who have unfortunately tested positive for Covid-19 to be able to safely isolate as required by legislation;
- information and communications to remind residents and communities of continued importance of washing hands, covering face; making space; and good ventilation for fresh air; and



- from March 2021, local operation of the NHS test and trace programme.

Our wider activity, up to the end of March 2021, is set out in the infographic below:



www.staysafecsw.info | www.coventry.gov.uk/coronavirus/

Reset and recovery

As the pandemic continues, challenges to health and wellbeing are expected to become more acute. Areas of concern include increasing rates of unemployment (which may increase further as furlough and income support schemes ends); residents who are less able to access support due to the digital divide; worsening mental wellbeing for adults and children; continued increase of domestic abuse offences; and young children struggling with the transition to school due to fewer opportunities to develop socially during lockdown.

The relationship between the wider determinants of health, and health and wellbeing, is widely understood amongst the city's organisations. Partner organisations in the city have a strong history of collaboration. This has contributed to a good understanding of residents' needs, and existing assets to address the needs, at neighbourhood level. Residents' involvement in decision-making, sharing insights, and operational volunteering have been invaluable as well. The King's Fund population health model, which is featured in the city's health and wellbeing strategy 2019-2023, highlights the roles of partners and the community in improving the population's health and wellbeing, and continues to guide the city's response to the pandemic.

Locally committed

Locally committed indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Principal roads (A roads) in a good/acceptable condition	98% (2019/20)	99% (2020/21)	N/A (No data), England N/A (No data)	✓	95%	✓
Non-principal roads (B and C roads) in a good/acceptable condition	96% (2019/20)	98% (2020/21)	N/A (No data), England N/A (No data)	✓	95%	✓
Unclassified roads in a good/acceptable condition	81% (2019/20)	81% (2020/21)	N/A (No data), England N/A (No data)	✓	80%	✓
Footways and pavements in a good/acceptable condition	38% (2019/20)	50% (2020/21)	N/A (No data), England N/A (No data)	✓	50%	✓
Fly-tips reported in the city	6,955 (2019/20)	10,727 (2020/21)	N/A (No data), England N/A (No data)	✗	≤ 6608	✗
Household waste recycled and composted	33.4% (2019/20 provisional)	34.0% (2020/21 provisional)	WMCA 34.8% (2019/20), England 43.8% (2019/20)	✓	To increase	⊕

One Coventry Plan Annual Performance Report 2020-2021

Indicator	Previous	Current	Comparators	Progress	Target	Status
Cleanliness levels-Grade A	3% (2019/20)	0% (2020/21)	N/A (No data), England N/A (No data)	✘	A&B=100%	✘
Cleanliness levels-Grade B	95% (2019/20)	95% (2020/21)	N/A (No data), England N/A (No data)	☐	A&B= 100%	✘
Cleanliness levels-Grade C	2% (2019/20)	4% (2020/21)	N/A (No data), England N/A (No data)	✘	=0%	✘
Cleanliness levels-Grade D	0% (2019/20)	1% (2020/21)	N/A (No data), England N/A (No data)	✘	=0%	✘
Crime (rate per 1,000 population and number of crimes)	77.0 (28,592 crimes, +0.8%) (2019/20)	84.3 (31,309 crimes, +9.5%) (2020/21)	NA (No data) England N/A (No data)	✘	To decrease	⊖
Drug offences and drug markers recorded	548 drug offences and 1,082 drug markers (2019/20)	774 drug offences and 1,502 drug markers (2020/21)	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)	224 (2019/20)	230 (2020/21)	Family group average of 249 (Jan-Dec 2019/20), England 208 (Jan-Dec 2019)	✘	To decrease	⊖
Domestic abuse (crime and non-crime) offences known to the police	7,463 (+10.1%) (2019/20)	10,203 (+36.7 %) (2020/21)	N/A (No data), England N/A (No data)	?	None set	⊖
Repeat victims of domestic abuse reported	23.8% (2019/20)	29.6% (2020/21)	N/A (No data), England N/A (No data)	✘	To decrease	⊖
Pupils attending a good/outstanding primary school	91% (March 2020)	N/A (March 2021)	SN N/A (March 2021), England N/A (March 2021)	⊖	≥ National Average	⊖
Pupils attending a good/outstanding secondary school	71% (March 2020)	N/A (March 2021)	SN N/A (March 2021), England N/A (March 2021)	⊖	≥ National Average	⊖
Pupils attending a good/outstanding special school	100% (March 2020)	N/A (March 2021)	SN N/A (March 2021), England N/A (March 2021)	⊖	≥ National Average	⊖
Primary school pupils with permanent exclusions	0.01% (March 2020)	N/A (March 2021)	SN N/A (March 2020), England N/A (2019/20)	⊖	≥ National Average	⊖
Secondary school pupils with permanent exclusions	0.04% (March 2020)	N/A (March 2021)	SN N/A (March 2020), England N/A (2019/20)	⊖	≥ National Average	⊖
Key stage 2 expected standard in reading, writing & maths	62% (2019)	N/A (2020)	SN N/A (2020), England N/A (2020)	⊖	Better than SN	⊖
Key stage 4: attainment 8	43.6 (2019)	47.2 (2020)	SN 47.4 (2020), England 50.2 (2020)	✔	Better than SN	✘



Indicator	Previous	Current	Comparators	Progress	Target	Status
Key stage 4: progress 8	-0.12 (2019)	N/A (2020)	SN N/A (2020), England N/A (2020)	⊘	Better than SN	⊘
Key stage 4: standard pass (grades 9-4) in English and maths	59.4% (2019)	66.9% (2020)	SN 66.2% (2020), England 71.2% (2020)	✓	Better than SN	✓
Key stage 4: good pass (grades 9-5) in English and maths	38.0% (2019)	44.8% (2020)	SN 44.4% (2020), England 49.9% (2020)	✓	Better than SN	✓
Key Stage 5 level 3 average point score A Level entry	30.37 (Grade C) (2019)	36.75 (Grade C+) (2020)	SN 36.86 (Grade C+) (2020), England 39.51 (Grade B) (2020)	✓	Better than SN	✗
Key Stage 5 level 3 average point score and grade tech Level entry	31.94 (Distinction) (2019)	29.20 (Merit) (2020)	SN 29.02 (Merit) (2020), England 29.77 (Merit) (2020)	✓	Better than SN	✓
Key Stage 5 level 3 average point score and grade general applied entry	26.33 (Merit) (2019)	31.44 (Merit) (2020)	SN 29.77 (Merit) (2020), England 31.25 (Merit) (2020)	✓	Better than SN	✓
Smoking status at time of delivery	10.6% (9.7%-11.6%) (2018/19)	10.7% (9.8%-11.7%) (2019/20)	WMR 12.1% (2019/20), England 10.4% (2019/20)	=	To decrease	⊘
Adults achieving 150 minutes of physical activity per week	61.1% (56.8%-65.2%) (2018/19)	61.9% (57.5%-66.1%) (2019/20)	WMR 63.1% (2019/20), England 66.4% (2019/20)	=	To increase	⊘
Hospital admissions caused by injuries in children 0-14 (rate per 10,000)	184.9 (1,255 injuries) (2018/19)	138.2 (945 injuries) (2019/20)	WMR 97.0 (2019/20), England 91.2 (2019/20)	✓	To decrease	⊘
Overweight or obesity among children in Year 6	38.3% (36.8%-39.7%) (2018/19)	40.6% (39.1%-42.2%) (2019/20)	WMR 38.2% (2019/20), England 35.2% (2019/20)	✗	To decrease	⊘
Recorded cases of diabetes as recorded on GP practice	6.7% (28,146) (2018/19)	6.8% (29,142) (2019/20)	WMR 8.1% (2019/20), England 7.1% (2019/20)	?	None set	⊘
HIV late diagnosis	52.7% (42.1%-63.1%) (2016-18)	54.1% (42.1%-65.1%) (2017-19)	WMR 45.3% (2017-19), England 43.1% (2017-19)	=	To decrease	⊘
Conceptions to girls aged under 18 (rate per 1,000 girls aged 15-17)	21.2 (2018)	22.7 (Sept 2019 provisional)	WMR 18.6 (Sept 2019 provisional), England 15.9 (Sept 2019 provisional)	✗	To decrease	⊘
Good level of development at age 5	69.0% (2019)	N/A (2020)	SN N/A (2020), England N/A (2020)	⊘	Better than SN	⊘
Gap (in the good level of development at age 5) between the lowest achieving 20% and the rest	38.6% (2019)	N/A (2020)	SN N/A (2020), England N/A (2020)	⊘	Better than SN	⊘
Looked after children (rate per 10,000 population under 18 & number)	88.0 (701 children) (March 2020)	93.7 (747 children) (March 2021)	SN 90.0 (2019/20), 67.0 England (2019/20)	?	None set	⊘

One Coventry Plan Annual Performance Report 2020-2021

Indicator	Previous	Current	Comparators	Progress	Target	Status
Repeat referrals to children's social care	24.6% (March 2020)	25.1% (March 2021 provisional)	SN 24.7% (2019/20), England 22.6% (2019/20)	✘	<24%	✘
Percentage of new looked after children who were previously looked after (rolling 12 months)	7.7% (March 2020)	5.6% (March 2021 provisional)	N/A (No data), England N/A (No data)	✔	<7.7%	✔
Early help assessments closed with all actions complete	72.8% (March 2020)	72.5% (March 2021)	N/A (No data), England N/A (No data)	?	None set	⊘
Households accepted as statutory homeless (in priority need)	913 (6.2 per 1,000 households 2019/20)	722 (5.0 per 1,000 households) (2020/21)	N/A (No data), England N/A (No data)	✔	<900	✔
Homelessness cases prevented and relieved	552 (3.8 per 1,000 households 2019/20)	1083 (7.4 per 1,000 households) (2020/21)	N/A (No data), England N/A (No data)	✔	>750	✔
Overall satisfaction of people who use services with their care support	63.1% (2019/20)	N/A- not collected (2020/21)	CIPFA 63.2% (2019/20), England 64.2% (2019/20)	⊘	To increase	⊘
Overall satisfaction of carers with social services	40.1% (2018/19)	N/A- not collected (2020/21)	CIPFA 38.5% (2018/19), England 38.6% (2018/19)	⊘	To increase	⊘
Adult safeguarding S42 enquiries (number and rate per 100,000 population)	532 (185 per 100,000) (2019/20)	476 (163 per 100,000) (2020/21)	WMR 207 per 100,000 (age-standardised) (2019/20), England 292 per 100,000 (age-standardised) (2019/20)	?	None set	⊘
Proportion of adult social care service users placed in regulated adult social care services rated as inadequate	4.2% (31 March 2020)	3.7% (31 March 2021)	N/A (No data), England N/A (No data)	✔	<4%	✔
Adult social care service users receiving long term on-going support	3405 people (1,232 per 100,000) (31 March 2020)	3404 people (1167 per 100,000) (31 March 2021)	CIPFA 1594 per 100,000 population (2019/20), England 1424 per 100,000 (2019/20)	✔	<1238	✔
Proportion of adult social care service users who feel safe	76.7% (2019/20)	N/A- not collected (2020/21)	CIPFA 68.9% (2019/20), England 70.2% (2019/20)	⊘	To increase	⊘
Adults who contacted social care not previously receiving social care support	10,534 (3,611 per 100,000) (2019/20)	9,870 (3,383 per 100,000) (2019/20 provisional)	CIPFA 5,003 per 100,000 (2019/20), England 4,362 per 100,000 (2019/20)	?	None set	⊘
Breastfeeding rates at 6-8 weeks	N/A (48% not validated 2018/19) Count 2009 (2018/19)	N/A (50% not validated 2019/20) Count 2107 (2019/20)	WMR no data available (2019/20), England 48% (2019/20)	✔	To increase	⊘
Male healthy life expectancy at birth	61.9 (60.23-63.0) (2016-18)	61.9 (60.1-63.7) (2017-19)	WMR 61.5 (2017-19), England 63.2 (2017-19)	=	To increase	⊘
Female healthy life expectancy at birth	62.5 (60.6-64.3) (2016-18)	64.2 (62.4-65.9) (2017-19)	WMR 62.6 (2017-19), England 63.5 (2017-19)	=	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 maintain an appropriately prudent approach to managing its finances. This approach has helped the Council to avoid some of the worst effects of budget cuts experienced elsewhere across the country in recent years.

One Coventry values

Work to create the 'One Coventry Values' commenced in early 2020 with the launch of the HR People Plan. One of its key aims was to develop, introduce and embed a set of organisational values for One Coventry.

Our 'One Coventry Values' have been co-created with the support and input of all employees across the Council, so they are reflective of how we want to be represented both as colleagues and to the wider community. We want to ensure there is clarity of purpose through the Council's vision of our One Coventry values and behaviours; putting diversity and inclusion at the heart of everything we do. Moving forward the values will become an integral part of our reward strategy, appraisals, recruitment, attraction and onboarding, recognition and development and employee engagement.

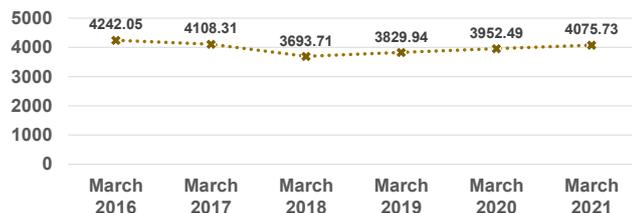
Our values define us as an organisation and influence everything we do and how we treat each other. We recognise the crucial role each and every one of us plays in helping to achieve our goals. We want Coventry City Council to be an inclusive workplace where people know they are valued and feel empowered in their roles to achieve excellence for our customers and communities.

Our values are ONE COV:

- Open and fair - we are open, fair, and transparent;
- Nurture and develop - we encourage a culture where everyone is supported to do and be the best they can be;
- Engage and empower - we engage with our residents and empower our employees to enable them to do the right thing;
- Create and innovate - we embrace new ways of working to continuously improve the services we offer;
- Own and be accountable - we work together to make the right decisions and deliver the best services for our residents; and
- Value and respect - we put diversity and inclusion at the heart of all we do.

Further increase in full-time equivalent employees

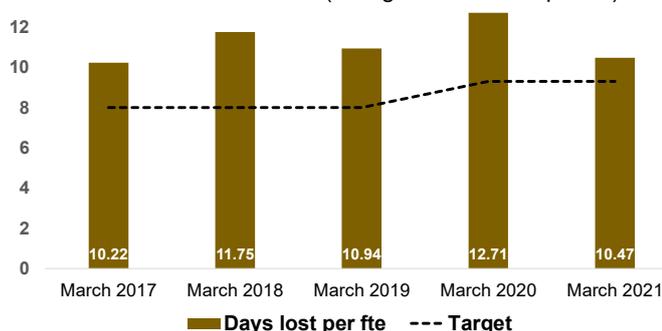
Employee headcount full time equivalents (fte)



There were 4,075.73 full-time equivalent (fte) employees in the Council at the end of March 2021, an increase of 123.24 fte compared to a year ago. This is the third year there has been an increase and following many years of reducing numbers. Some of the increase this year will be due to the Covid-19 pandemic - where the additional contain outbreak management funding has been used to staff teams supporting people to maintain self-isolation; support businesses and workplaces with Covid-safe measures; and deliver community testing, NHS test and trace and welfare programmes.

Reduction in sickness absence

Council sickness absence (rolling twelve month period)



In 2020/21, 10.47 days per fte (excluding schools) were lost due to sickness absence - down from 12.71 in 2019/20. The top reason for absence was stress, depression, and anxiety, followed by musculoskeletal problems and stomach, liver, and gastroenteritis; Covid-19 came fourth in the list. Notwithstanding the reduction in sickness seen this year, measures are continuing to be taken to reduce the rate further including improved health and wellbeing support for employees targeted at the most frequent causes of absence. The effects of Covid-19 on Council staff have included a greatly increased number of staff working from home which has placed significant emphasis on mental health and wellbeing.



Towards a more diverse workforce representative of the communities we serve

Improving equality, diversity, and inclusion has been a key priority of the Council's people plan, and in June 2021, the new workforce diversity and inclusion strategy 2021-2023 was launched. The strategy recognises that Coventry's strength lies in its diversity, and in order to be able to effectively meet the needs of our communities it is vital that we have a workforce that is reflective of the people we serve. By creating a culture that values diversity and actively promotes inclusion we will be able to harness these various perspectives and experiences to build an atmosphere where differences of opinion and outlook are not only respected but sought out and appreciated.

Increase in self-service transactions

In 2019/20 there was 121,391 transactions completed through self-service channels this increased to 352,751 transactions in 2020/21. There was a significant increase based on new processes being introduced to manage facilities such as tip visits to ensure that services could continue to function during the Covid-19 pandemic. Established services also saw a smaller increase in self-serve.

Improved capture rate

The percentage of customer telephone contact answered [capture rate] improved from 91% in 2019/20 to 94% in 2020/21. Work has continued to improve processes to ensure that they are as efficient as possible, performance is focussed on an individual and team level to ensure that we are able to support residents with their enquiries.

Further reductions in carbon emissions

	2019/20	2020/21	2019/20 – 2020/21 % Difference
Scope 1 Total	4,097,289	4,689,011	14%
Fleet	2,423,784	3,039,766	25%
Buildings	1,673,505	1,649,244	-1%
Scope 2 Total	5,804,810	4,469,925	-23%
Buildings	5,804,810	4,469,925	-23%
Scope 1 & 2 Total	9,902,099	9,158,936	-8%
Scope 3 Total	10,756,000	7,173,211	-33%
Business Travel	425,187	174,107	-59%
Buildings	9,871,682	6,640,887	-33%
Scope 1, 2 & 3 Total	20,658,099	16,332,147	-21%

Emissions from scopes 1 and 2 in 2020/21 have decreased 8% since 2019/20 and 64% from the 2008/09 baseline. This reduction is partly attributable to the impact of Covid-19 which has resulted in reduction of electricity consumption in some Council offices. There has also been reduced streetlighting consumption, as a result of improvements to the extent to which dimmable controls are in operation across the city, which will now be a permanent change. 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:

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.
2. Indirect emissions from electricity purchased and used by the organisation.
3. All other indirect emissions from activities of the organisation, occurring from sources that they do not own or control.

Fleet fuel consumption increased by 25% from 2019/20. The increase has been caused by passenger transport creating 28 additional routes, commercial waste significantly expanding their commercial business and spot hired additional fleet vehicles to provide Covid-19 support.

However, overall scope 1 building data appears higher in 2020/21 than 2019/20, as the reporting of LPG has improved, causing LPG fuel consumption to appear (308%) higher than in previous years.

In the 2019/20 and 2020/21 reports, scope 3 emissions expanded to include liquid fuel, gas, and electricity consumption of scope 3 buildings. This also included business travel, district heat loss and electrical transmissions and distributions as previously reported. However, due to methodological changes, care must be taken with this comparison: scope 3 building emissions calculated based on data provided by leased or outsourced properties. Currently the data available is incomplete and will vary annually. Work is underway to revise existing procedures to develop a procedure to record more scope 3 building data 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, as a result of additional data being reported.

The Wave was successfully connected to Heatline in August 2020, which decreased reliance on non-renewable energy as a source of heating. Moving The Wave to Heatline saved

approximately 347,120 kilograms of CO₂ equivalent emissions per year.

The Council acknowledges we have a major role to play in not only setting an example for others to follow but mobilising all that live and work in the city to embrace the challenges that climate change and delivering a sustainable future presents us. This is not seen as a threat but more as an opportunity. We have the opportunity to position ourselves as a leading city in a global market. 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, which are expected by the end of 2021, will provide vital information which builds upon our track record in addressing climate change within the organisation. The 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.

The new strategy will need to set out a path to decarbonising not just the council emissions but all citywide emissions in order to mitigate the effects of climate change. This is in mind of the WMCA having set a target of carbon neutrality for the region by 2041. In view of this, the council recently joined 58 cities from across Europe as part of the Eurocities initiative who have signed a letter to the President of the Council of the European Union in favour of an ambitious revision of the EU 2030 energy and climate targets to at least 55% by 2030, up to 65% with the right support, compared to 1990 levels alongside funding to be channelled to a green and just recovery in cities.

Regenerating the economy

In 2020/21 capital grants that have been the subject of grant funding bids to external bodies account for c£119m of funding for projects within the Council's Capital Programme.

Active communities & empowered citizens

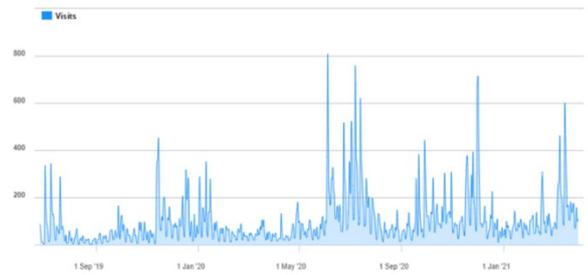
Engaging local communities



The Council's engagement platform "Let's Talk Coventry" enabled the Council to generate better connectivity and collaboration amongst local communities. This has been particularly useful in gaining insights from the public throughout the Covid-19 pandemic and subsequent lockdowns.

Let's Talk Coventry has also been used to inform residents about the availability of Covid-19 community testing and vaccinations as well as uncovering barriers to the uptake of testing and vaccinations. The findings have had a direct impact on the messaging and communications channels we have used throughout the pandemic.

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



62,995 SITE VISITS (All Time)	575 SITE REGISTRATIONS (All Time)	534 ACTIVATED PARTICIPANTS (All Time)
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Keeping residents informed about the pandemic

In order to ensure residents were informed and kept up to date with information regarding the Covid-19 pandemic we delivered 81,000 leaflets city wide encouraging residents to use their local testing centres. The leaflets were also used in mosques, churches, food banks, in local shops, and trade suppliers.

Radio adverts were also used to advertise information and enable access for a range of audiences in a variety of languages.

Use of social media has been an excellent way in transmitting facts and information to large audiences. Coventry City Council's social media alongside targeted posting to specific groups has enabled us to stay in touch and keep residents informed.

Delivering our priorities with fewer resources





One of the most successful ways in which we engaged citizens was through videos alleviating some of the fear's residents may feel when going for a lateral flow test and to dispel some of the misconceptions about the testing process. Several videos were made in different languages and promoted through informal channels such as WhatsApp groups as well as our formal social media channels.

A food resilient city where no one goes hungry

Coventry Food Network is a newly formed local multi-agency food partnership involving statutory, voluntary, and private organisations across sectors and researchers from the two Universities in the City. It has evolved from the work carried out by Feeding Coventry, a registered charity set up in 2016 with a vision to make Coventry a “food resilient city where no one goes hungry”.

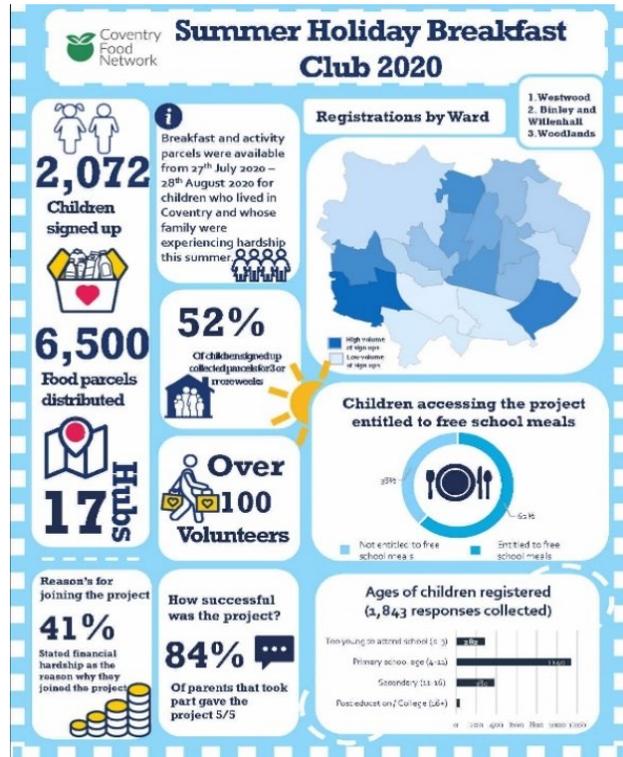
The Coventry Food Network and Feeding Coventry responded to the pandemic by distributing emergency food supplies to those in food crisis and witnessed a dramatic shift from food bank centred distribution to ‘food hubs’, social supermarkets and other community provision. A great deal of work has been done to co-ordinate the provision of emergency food and ensure no-one in Coventry goes hungry because of the pandemic.

Last summer, the Coventry Food Network and Feeding Coventry worked together to provide breakfast and activity packs to any family that found the prolonged closure of schools during the holidays particularly difficult.



Recognising, valuing and celebrating diversity

The infographic below outlines some of the achievements over the summer:



Meeting the public sector equality duty

Over the past year, the Council has continued to demonstrate its commitment to both the public sector equality duty and the growth of its agenda on equality, diversity, and inclusion more widely. A new set of equality objectives were launched in April 2020 as part of our focus to prioritise and deliver on clearly defined equalities outcomes. Also, a comprehensive programme of equality impact assessments (EIAs) was carried out to assess the potential equality impact of the coronavirus pandemic in relation to the schools, Council services and the Council workforce. These service EIAs were collated, analysed, and used to develop an over-arching EIA for the organisation in respect of the local impact of Covid-19. The results of this EIA showed that people belonging to an ethnic minority group and disabled people have been most disproportionately impacted. The information contained in the Council’s Covid-19 EIA has been used to inform policy development and decision-making both within the organisation and through our partnership work in the city.

Delivering our priorities with fewer resources indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Carbon dioxide emissions (from local authority operations)	9,902 tonnes (-62%) (2019/20) estimate)	9,366 tonnes (-64%) (2020/21 estimate)	N/A (No data), England N/A (No data)		To decrease	
Core employee headcount (full-time equivalents, fte)	3952.49 (March 2020)	4075.73 (March 2021)	N/A (No data), England N/A (No data)		None set	
Council staff sickness absence (rolling twelve-month period)	12.71 days per fte (2019/20)	10.47 days per fte (2020/21)	N/A (No data), England N/A (No data)		9.3 days	
Number of transactions completed through self-service channels	121,391 (2019/20)	352,751 (2020/21)	N/A (No data), England N/A (No data)		To increase	
Customer telephone contact answered (capture rate) (New Indicator)	91% 2019/20	94% 2020/21	N/A (No data), England N/A (No data)		95%	

Delivering our priorities with fewer resources





Further information

The city's One Coventry Plan is on the Council's website at www.coventry.gov.uk/councilplan/.

Online and previous versions of this performance report is available at: www.coventry.gov.uk/performance/

A wealth of additional information and statistics include:

- Information and statistics hub including open data: www.coventry.gov.uk/infoandstats/
- Facts about Coventry: www.coventry.gov.uk/factsaboutcoventry/
- Citywide intelligence hub: www.coventry.gov.uk/citywideintelhub/

Change log

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

New indicators:

- Regional gross domestic product (pound per head)
- Number of transactions completed through self-service channels

Deleted indicators:

- Gross value added (pound per head)
- Transactions done online or self-service

Data not available:

- Gross disposable household income
- Visitor trips
- Pupils attending a good/outstanding primary school
- Pupils attending a good/outstanding secondary school
- Pupils attending a good/outstanding special school
- Primary school pupils with permanent exclusions
- Secondary school pupils with permanent exclusions
- Key stage 2 expected standard in reading, writing & maths
- Key stage 4: progress 8
- Good level of development at age 5
- Gap (in the good level of development at age 5) between the lowest achieving 20% and the rest
- Overall satisfaction of people who use services with their care support
- Overall satisfaction of carers with social services
- Proportion of adult social care service users who feel safe

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/

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Insight Team

Coventry City Council





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Performance Management Framework 2021/22

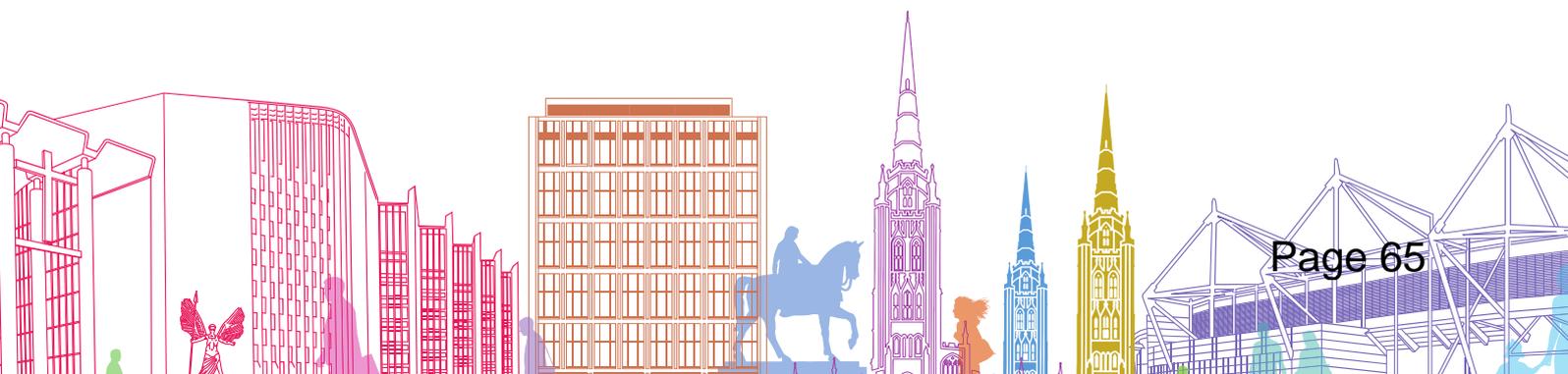
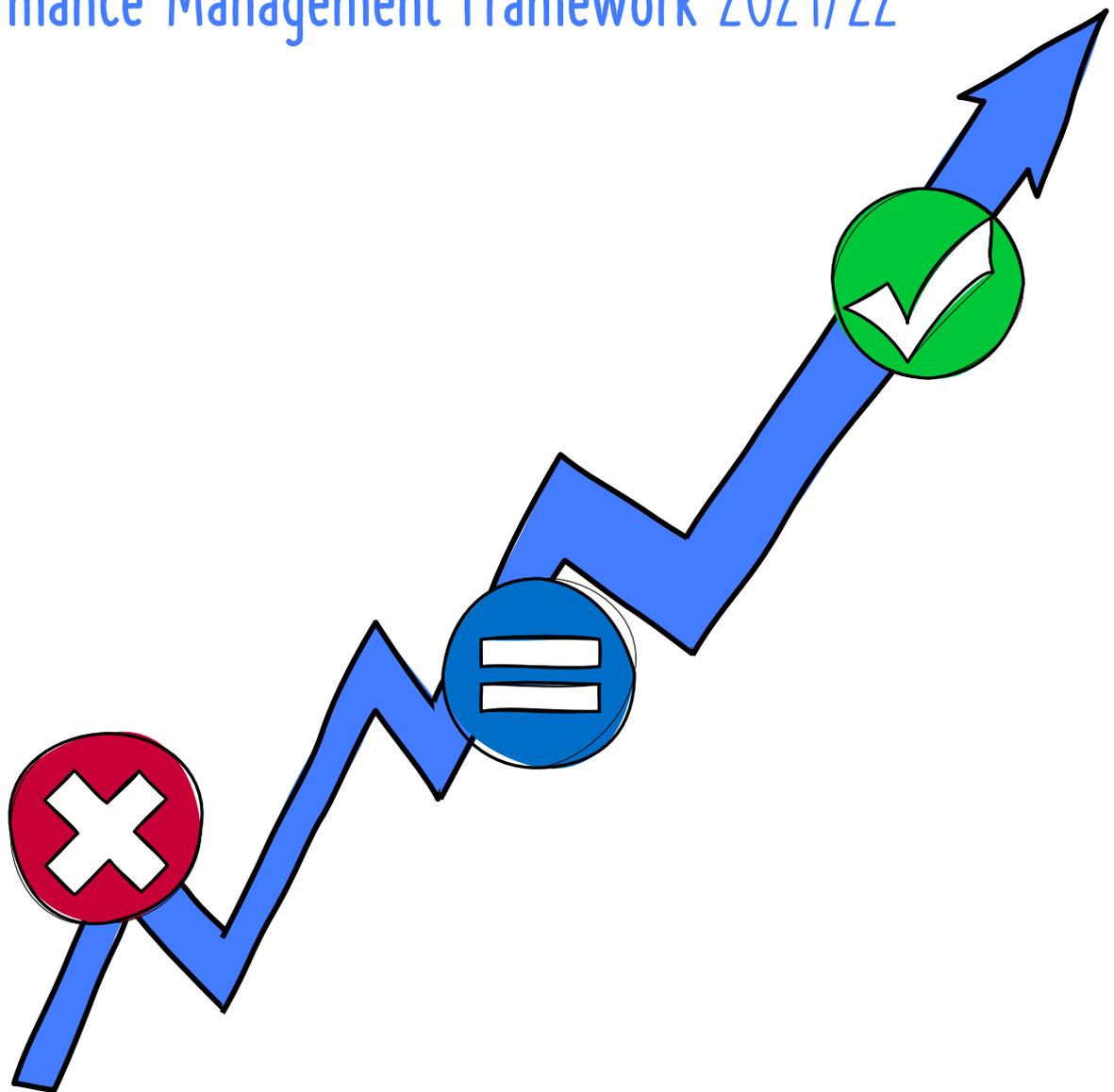


Table of contents

1 Introduction	3
2 The Council's approach	3
3 Improving outcomes relevant to people's lives.....	3
Balanced scorecard approach	3
Story of change	3
Beyond metrics	3
4 Key documents	4
One Coventry Plan.....	4
Key strategies	4
Action plans	4
Appraisals	4
5 Value & behaviours.....	4
6 Performance measures	5
7 Reporting arrangements.....	5
Reports	5
Performance Hub	6
8 Symbols and vocabulary	6
9 Find out more.....	6
How do I... ..	7



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.

Consequently, the Council's performance management framework is **not** about adding yet another layer of bureaucracy, indicators, metrics, or targets on top of what is already required of managers. Instead, 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 Improving outcomes relevant to people's lives

Balanced scorecard approach

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

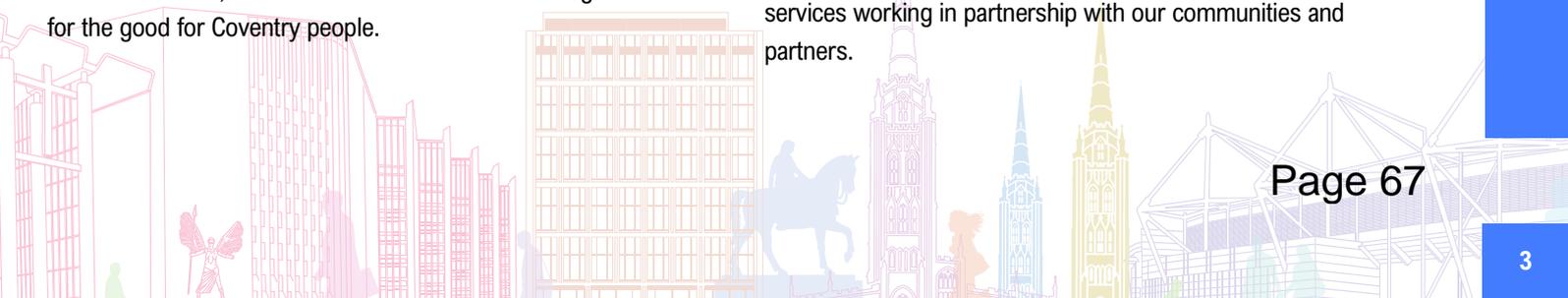


Story of change

A story of change (also known as a theory of change or logic model) approach is the recommended approach for setting out how a proposed public sector intervention will transform its inputs or resources into outputs, and outcomes. Further exploration of the use of a story of change approach can be found on [GOV.UK](#).

Beyond metrics

To fully tell the story of change, the Council's performance management framework also recognises that red-amber-green ratings – even the outcomes, workforce, and quality metrics of a balanced scorecard – only tell a part of the story; and therefore, the use of qualitative case studies and narratives are highly recommended – and this is indeed the approach adopted in the One Coventry Plan to demonstrate how outcomes for Coventry residents are delivered by public services working in partnership with our communities and partners.



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.

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 agreed by Full Council; and is the day-to-day responsibility of Corporate Leadership Team along with Cabinet and Scrutiny Co-ordination Committee.

Progress towards the Council Plan is formally reported annually to Cabinet and Scrutiny Co-ordination Committee; and, more informally shared with all members via an annual all members' seminar.

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.

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.

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 and behaviours, along with the One Cov values.

Responsibility for appraisals sit 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 Value & 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 One Coventry Values and Behaviours.

Our One Coventry Values are:

- **Open and fair** – we are fair, open, and transparent.
- **Nurture and develop** – we help and encourage everyone to be their best and do their best.
- **Engage and empower** – we talk and listen to others, working together as one.
- **Create and innovate** – we embrace new ways of working to continuously improve.
- **Own and be accountable** – we work together to deliver the best services for our residents.
- **Value and respect** – we put diversity and inclusion at the heart of all we do.

In addition to the performance management framework, these values are part of the Council's reward strategy, appraisals, recruitment, attraction and onboarding, recognition and development, and employee engagement.

Our behaviours are also aligned to the performance management framework – and the following sets out how performance fits in with the six core behaviours:

- **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.

- **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.
- **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.
- **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.
- **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.
- **Understanding how we work** – 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

Where required by a funding body, or where appropriate, progress may be monitored using a consistent set of **headline indicators**. To fully document a story of change, 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 may be drawn on to explain the trends and stories behind the headlines. These may 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., respondents satisfied).

These may be **quantitative** indicators; but could also be **qualitative** measures, as appropriate to need.

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

- **directly provide** through staff we directly employ;
- **commission** through private, voluntary or public sector providers;
- deliver in **partnership or co-ordination** with others; and
- 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, organisations, and systems. This means that performance measures need to be set carefully; considering, amongst other things: statutory requirements; priorities; resources; and how we compare to other relevant 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

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 on the Council website.

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.

Performance Hub

The Council’s Performance Hub sets out guidance for performance management alongside performance dashboards and data. This is accessible to all Coventry City Council members and officers 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 following table 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

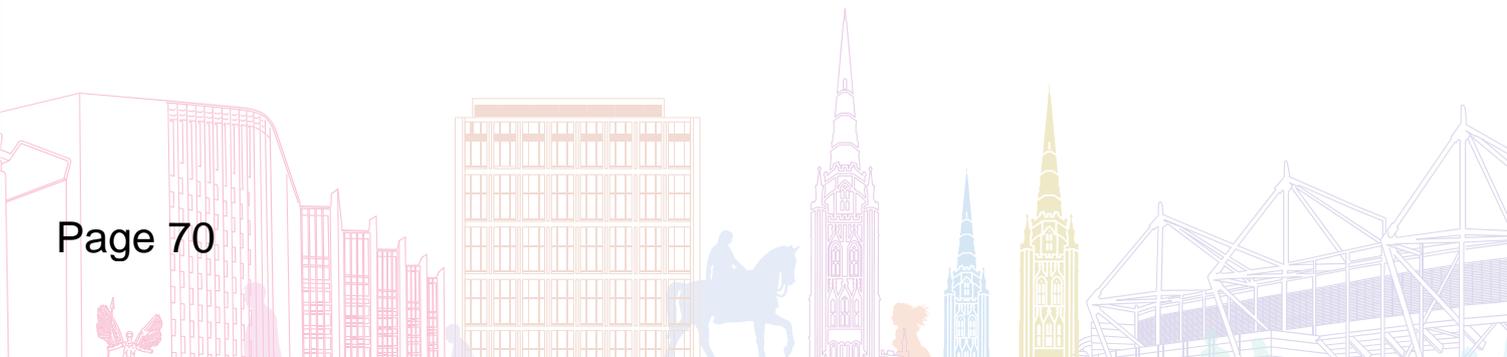
In the One Coventry Plan annual performance report, indicators and symbols are used as one part of a wider performance report – the context and narrative are just as important.

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 and statistics is available on the Council’s website including:

- Information and statistics hub: <https://www.coventry.gov.uk/infoandstats/>
- Facts about Coventry: <https://www.coventry.gov.uk/factsaboutcoventry/>
- Coventry Citywide Intelligence Hub: <https://www.coventry.gov.uk/citywideintelhub/>
- Council Plan: <https://www.coventry.gov.uk/councilplan/>
- Performance: <https://www.coventry.gov.uk/performance/>
- Key strategies: <https://www.coventry.gov.uk/policy/>



How do I...

The Insight Team may be able assist your Coventry City Council service in improving your performance:

How do I... get facts and figures about the city and its people?

- Visit **Facts about Coventry** for key numbers and how we compare to other places
- Browse the **Joint Strategic Needs Assessment** to understand assets and needs in the city's communities
- Look at the **Citywide Intelligence Hub** for details, numbers and links to data sources



How do I... use insight to improve what we do?

- **See:** understand how you are currently doing and how that's changed over time
- **Judge:** Compare and contrast what you're doing with other places and with local population groups and possible future demand to identify gaps and inequalities
- **Act:** Plan what you want to do given the resources available, involving and consulting with users and wider communities



How can insight and communities help you?

- We can signpost you to the right place – Facts about Coventry, Citywide Intel Hub; reports like our Performance Report or JSNA; or external sources.
- We can help you understand your data – what is it telling you? How does it compare to the population? (e.g. Acorn geodemographic segmentation)
- We can help you reach the right communities – via Let's Talk Coventry for example!

Contact us: insight@coventry.gov.uk

Version control

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Reviewing arrangements

The performance management framework is to be reviewed in 2022 along with the One Coventry Plan 2021/22 annual performance report.

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Please see page 2 onwards for background to items

30th June 2021
Domestic Abuse Act Scrutiny Annual Report 2020-21
21st July 2021
One Coventry Plan Annual Performance Report 2020-21
8th September 2021
City of Culture 2021 Legacy
6th October 2021
A review of the application of Marmot Principles in Coventry
17th November 2021
-
15th December 2021
-
12th January 2022
-
16th February 2022
-
16th March 2022
-
6th April 2022
-
Items for 2021-22
Impact of Brexit on the City Digital Skills Report back of Introduction of Parking Charges at War Memorial Park Restructuring Coventry City Council Subsidiaries Alcohol Related Issues Youth Violence/Criminal Exploitation of Young People Community Safety Strategic Assessment

Date	Title	Detail	Cabinet Member/ Lead Officer
30th June 2021	Domestic Abuse Act	To update following commissioning of services and focus on provision during the Covid-19 pandemic	Cllr AS Khan/ Cllr P Akhtar Liz Gaulton
	Scrutiny Annual Report 2020-21	To consider the draft Annual Report before it is presented to Council.	Cllr N Akhtar/ Adrian West
21st July 2021	One Coventry Plan Annual Performance Report 2020-21	To be reviewed by SCRUCO prior to submission to Cabinet on 30 August 2021. The data within the plan may help inform the work programmes of the Scrutiny Boards. The item will include information about the refresh of the One Coventry Plan.	Cllr Duggins/ Liz Gaulton/ Si Chun Lam/ Michelle McGinty
8th September 2021	City of Culture 2021 Legacy	To report on the lasting legacy of the City of Culture including impact on wider jobs and skills as well as capital and cultural assets. To include an update on public art installations and cross partnership digital communications.	Cllr Duggins/ David Nuttall
6th October 2021	A review of the application of Marmot Principles in Coventry	To scrutinise how the Marmot Principles have been applied in Coventry and how they could be used for the Covid reset and recovery.	Cllr Caan/ Liz Gaulton
17th November 2021	-		
15th December 2021	-		
12th January 2022	-		
16th February 2022	-		
16th March 2022	-		

SCRUCO Work Programme 2021-22

Date	Title	Detail	Cabinet Member/ Lead Officer
6th April 2022	-		
Items for 2021-22	Impact of Brexit on the City	To update SCRUCO on the impacts of Brexit and support, particularly to businesses, of new regulations.	Cllr O'Boyle/ Andy Williams/ Steve Weir
	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
	Report back of Introduction of Parking Charges at War Memorial Park	Three-month monitoring and review should include: - Impact on displacement parking the use of alternative modes of transport and the impacts on climate change and the impact of the introduction of charges on blue badge holders	Cllr A S Khan Andrew Walster
	Restructuring Coventry City Council Subsidiaries	To consider a Cabinet Report for due in 2021	Andrew Walster Cllr Duggins
	Alcohol Related Issues		
	Youth Violence/Criminal Exploitation of Young People		
	Community Safety Strategic Assessment		
	Relationships with Anchor Institutions	To look at how the Council is working with large organisations in the city for the benefit of all residents and partners.	Cllr Duggins Gail Quinton

Date	Title	Detail	Cabinet Member/ Lead Officer
	Domestic Abuse Local Partnership Board	A report on progress on the Domestic Abuse Local Partnership progress including benchmarking data	Cllr AS Khan/ Cllr P Akhtar Public Health reps