



# Council Plan

**2014/15 end of year performance report**

*Globally connected...*

July 2015

*...locally committed*



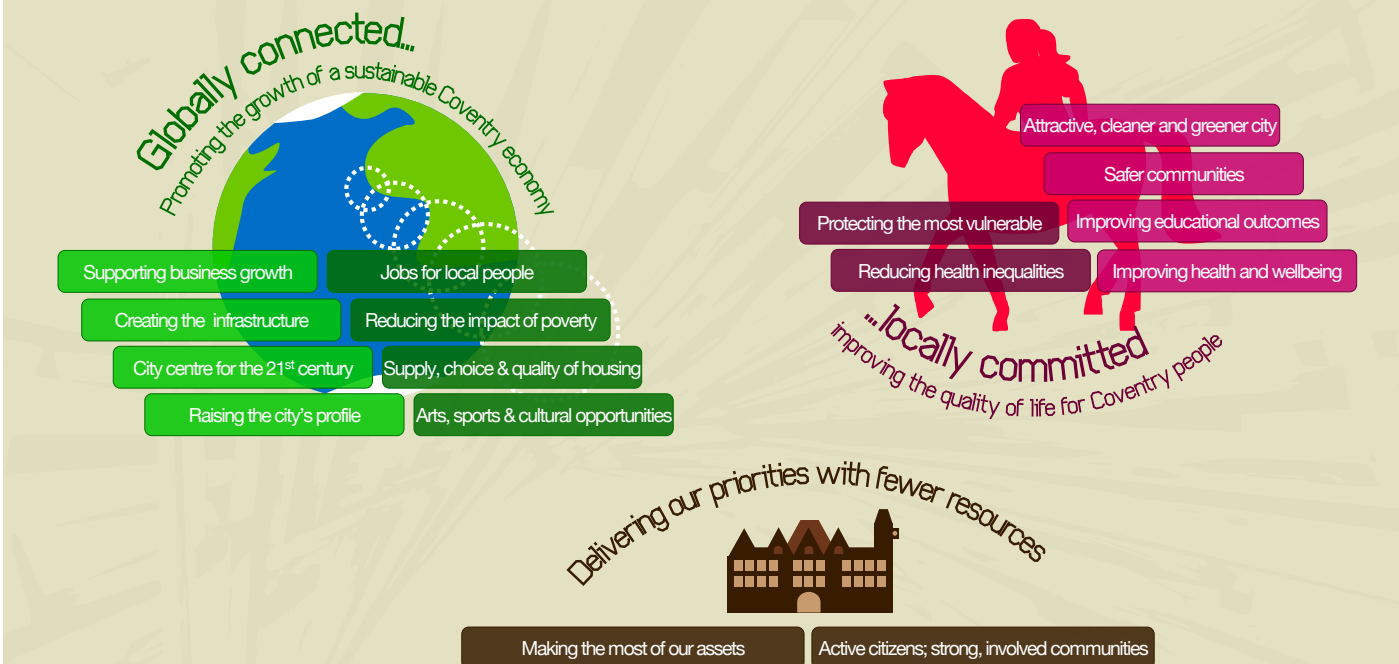
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## Council Plan

# Coventry A Top Ten City

Our vision and priorities for the next ten years



## Key

A number of symbols are used in the report to illustrate the progress made and the performance towards the targets set against each of the headline indicators:

Symbol	Progress	Target
✓	Indicator progressing in the right direction (towards target)	On-target
✗	Indicator moving in the wrong direction (away from target)	Off-target
=	Indicator progress is similar or unchanged	
N/A	Not available	

## Find out more

This performance report provides a high-level summary of the Council's performance. It forms part of Coventry City Council's performance reporting arrangements set out in the Performance Management Framework. Further information available online include web-based indicator reports setting out historical trends, comparators, interactive maps, and data visualisations; and links to the Council's key strategies and progress reports.



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



# Executive summary

Progress made in 2014/15 towards the Council Plan priorities

## Coventry

### Towards a top ten city

The Council's ambition is for Coventry to be a top ten city where everybody can share in the benefits of growth including our most vulnerable residents. This report summaries performance in 2014/15. Progress is reported in relation to the plan priorities and a set of key headline indicators. Where applicable contextual information has been included to describe what is happening in Coventry and how this compares with elsewhere.

### Better performance

The Council Plan is currently measured using 58 key headline indicators: 17 indicators for globally connected; 29 indicators for locally committed; and 12 indicators for delivering our priorities. The overall position is much improved from the half year position, and now over 60% of indicators have either improved or maintained its position in the past year – this is in the context of continued and sustained reductions to the Council's budget.

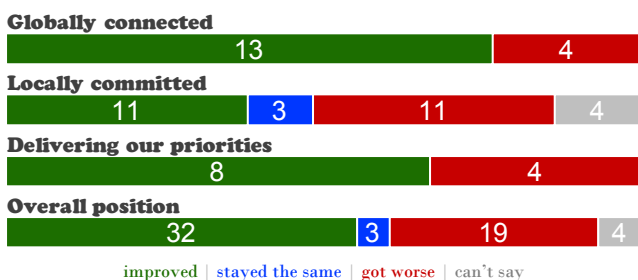
## Globally connected

### Investment into the city

Following the global recession experienced in the UK from 2008-2012, the economic recovery has been mixed. There are some positive signs: the Council has been very successful at attracting external public funding to improve the city's infrastructure and public realm to make the city ready for new business investment from the private sector. There have been successes, for instance, the city has seen its housing stock grow, and the public realm work is paying off with new restaurants scheduled to open in Broadgate, new offices at Friargate and proposals from Coventry University to redevelop the Civic Centre site.

### Jobs for local people

The city has seen an increase in the number of businesses, and in particular, a growth in private sector jobs, and productivity is slowly recovering. Unemployment has fallen – and indeed, the number of people claiming Jobseekers Allowance is at its lowest since records began. However, the city is yet to see growth in its business rates base, or recovery in city centre footfall. There remain concerns that the benefits of growth are not yet widely felt with many Coventry residents not yet getting the jobs being created or seeing an increase in their pay packet.



## Locally committed

### Environment

Due to investment made the city's main road network is in good condition and local roads are also at an acceptable level. More resources are needed to continue to maintain roads and improve footpaths. There has been an increase in fly tipping, more household waste and less recycling and composting. It is hoped that schemes such as Coventry Recycling Club will begin to reverse this.

### Crime

There were 21,451 crimes recorded in 2014/15, a 0.54% reduction on the previous year. There were good reductions in acquisitive offences such as burglary dwelling, robbery and vehicle crime. There was also a 9% increase in reporting around domestic violence and sexual violence also increased. Overall crime remains lower than in comparable cities like Birmingham and Wolverhampton.

### Education

81% of pupils now attend a primary school that is judged by Ofsted to be "good" or "outstanding". However, at secondary, school performance has continued to fall with two more schools judged as requiring improvement.

76% of year 6 pupils attained Level 4 or above in reading, writing and maths at Key Stage 2, an improvement. 52.3% of pupils achieved five or more GCSEs at grades A\* to C including English and Maths on their "first entry" compared to the national average of 53.4%.

### Health and wellbeing

Life expectancy is on an upward trend, but large variations in health remain. Coventry's life expectancy at birth in 2011-13 was 78.2 years for males and 82.4 years for females. Recent data suggests that life expectancy is 9.8 years lower for men and 8.5 years lower for women in the most deprived areas of Coventry than in the least.

### Adults and children

There are still high levels of looked after children in the city. Improvements delivered to help protect vulnerable children include better information sharing between agencies, speedier response times, smaller social worker caseloads and speedier case conferences.

There were more adult safeguarding referrals (within the expected range) with most adults at risk saying that they felt safer following referral. The percentage of adult care users receiving a direct payment has increased to 20% and 82% of service users receiving long term support have a personal budget. Coventry is one of the first cities in the UK to adopt the Age Friendly Cities program.

## Delivering our priorities

### Maximising the use of our assets

Since 2010, the Council's government grant has halved. This means that the Council continues to face significant challenges. To address these challenges the Council has further reduced the size of its workforce by 284 fte posts, reducing the number of manager posts and offering voluntary redundancy for those wishing to leave the organisation. It has also been reducing the number of buildings that it occupies in preparation for the move to Friargate.

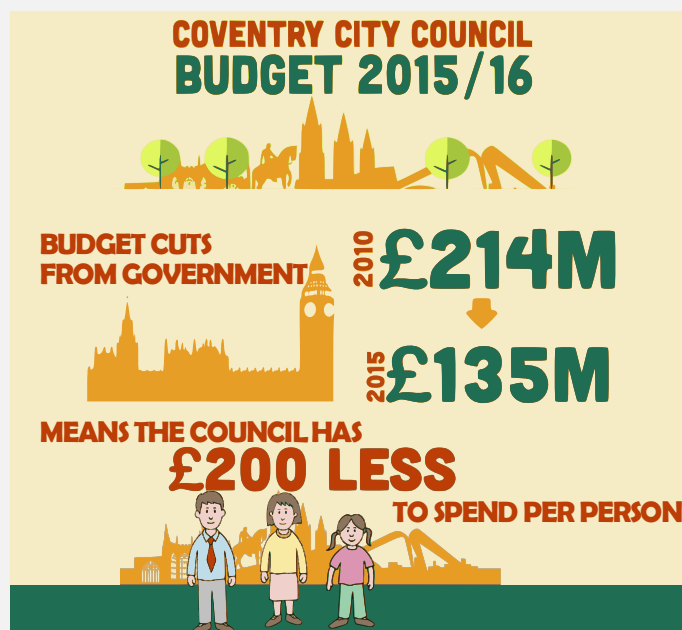
The Council has also been successful in regenerating the city, by securing nearly £50m of external funding to improve the city's infrastructure, and by investing its own money in schemes that bring in jobs for local people.

Going forward, the Council's new Customer Services Centre at Broadgate is on track to open in September 2015. Online services, such as My Account allowing residents to easily check and notify the Council about changes to their Council Tax and Housing benefits, are coming on stream to help people interact with the Council in new and easier ways.

### Strong and involved communities

The Council has continued to engage with partners, communities and residents to involve them in the design and delivery of services. In particular, it is exploring alternative ways of delivering services, including social enterprise and mutuals.

Volunteers play an increasingly important role in the City. A Council grant supports Voluntary Action Coventry to develop volunteering and the Council has also promoted the benefits of volunteering to its own employees.





# Globally connected

Promoting the growth of a sustainable Coventry economy



## A vision for jobs, prosperity and social justice

The Council wants Coventry to be a globally connected city, with an economy that is growing and sustainable and where businesses would choose to invest. Changes to the way that local government is funded also provides further incentives to do so: the resulting growth in business rates can allow the Council to reinvest that into delivering the essential services that most vulnerable people in the city depend upon.

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## Looking forward

Over the next few months the Council will be looking at working more closely with our neighbours – including exploring the Council's expressed preference for a combined authority with councils from Coventry and Warwickshire and Hinckley and Bosworth with councils from Greater Birmingham and Solihull and Black Country Local Enterprise Partnership areas.



## What are businesses saying?

After the global recession, the economy eventually bounced back in 2013-2014. Businesses surveyed by the Coventry and Warwickshire Chamber of Commerce expect the pace of growth to slow down in 2015, as the economy returns to normal. This is in line with national expectations.



## Recognised for business growth



Centre for Cities, January 2015

*“The five stand-out UK cities for jobs and business in the past 10 years”*



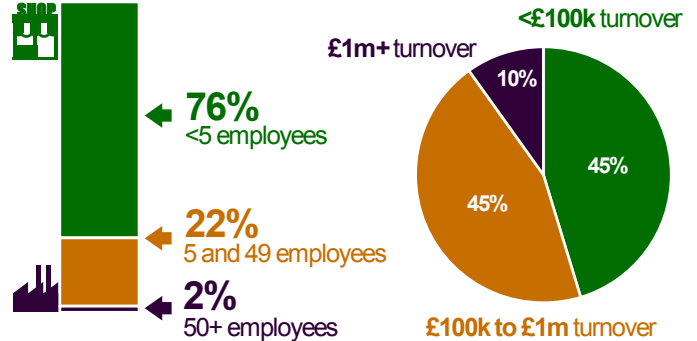
**We will promote the growth of a sustainable Coventry economy that benefits the city by: Supporting businesses to grow**

As reported last December, there were 7,940 enterprises in Coventry as of March 2014, a net growth of 7.2% from March 2013 (7,405). While starting from a low base, this is a much higher rate of growth than the 1% net growth from March 2012 to March 2013 and is an indicator of the strengthening local economy. Indeed, the number of enterprises has finally exceeded the pre-recession peak of 7,500 enterprises in March 2008. Coventry continues to experience a higher rate of growth in the number of enterprises than in our neighbours. It also puts Coventry amongst the top ten fastest-growing metropolitan areas and closing in on the London average of 7.7%.

This January, the Centre for Cities recognised Coventry, along with London, Milton Keynes, Cambridge, Aberdeen, as the five stand-out UK cities for jobs and business in the past 10 years. The Centre praised the start-up initiatives from the Council, Chamber of Commerce and LEP, but noted concerns over the continuing low skills base in the city.

Indicator	Coventry	Progress	Target
Number of enterprises March 2014	7,940	✓	✓

Of Coventry's 7,940 enterprises...



*“Firms with trading addresses in city bring in £70billion a year more than any other city.” Coventry Telegraph, 19 June 2015*

**Creating the infrastructure for the city to grow and thrive**

The Council and its partners have been very successful in securing investment from the Regional Growth Fund, European Regional Development Fund (ERDF), Highways England and the Department for Transport to improve the city centre, as well as the city's roads and rail networks. Improvements to public realm and transport networks helps the Council create the infrastructure for the city to grow by attracting businesses and investment.

In particular, the Council is seeking to increase its business rates base: this helps bring new jobs to the city and helps the Council raise funds as a portion of the business rates raised is retained. Last year, the Council set a target to grow business rates base to an excess of £300.1m. However, at £299.2m, the business rates base for 2014/15 is down slightly from the £299.6m in 2013/14. With the completion of Friargate and other schemes in 2016-17 onwards, it is expected that business rates will grow over the next few years.

Along with investment into our road and rail networks and proximity to the expanded Birmingham Airport, Coventry has made big investments in broadband through SuperConnected Coventry, giving local businesses the infrastructure it requires to compete on a global scale. In 2014/15, the programme signed up its 100<sup>th</sup> business to receive grant funding.

Indicator	Coventry	Progress	Target
Business rates base	£299.2m	✗	✗



The extended Greyfriars Green and new Friargate Bridge Deck opened to the public in May. It provides a lush green city gateway improving connectivity between the railway station and the city centre and gives a positive first impression of the city.

**Developing the city centre for the 21<sup>st</sup> century**

Gross value added (GVA) measures the value of goods and services produced. In Coventry, GVA per head (at current prices) in 2013 was £20,513 per year, up from £19,826 in 2012. GVA, however, remains below Warwickshire's (£23,604) and England (£24,091). Overall footfall was down by 3.6% in 2014 compared to 2013. This is a bigger fall than nationally, where it is down 1.1%. Evening footfall has fallen by 9.4%. However, this may reflect changing habits of city centre users and city centre developments: for instance, as there are no footfall cameras between High Street and Gosford Street, the growth in student numbers at the university may have been excluded as footfall between the university and the city centre cannot be captured. Retail voids has also increased to 63, compared to 57 a year ago. Developing a city centre fit for the city's aspiration as a top ten city is a Council priority. Through the city's ERDF-funded public realm works, the Council is attracting private investment and interest into Far Gosford, Bishop Gate, and Council House Square. As a start, following the Broadgate Square works, private developers are now redeveloping Cathedral Lanes into a restaurant quarter – with Cosy Club, Las Iguanas and Wagamama expected to open by late 2015. In the longer term, by building the Friargate bridge deck with ERDF money and by consolidating Council offices into the privately-funded Friargate business district, the Council is demonstrating that the city is “open for business” and confident of its future. The new jobs created will result in a tipping point of workers and shoppers, which, in turn will attract investment into a better retail and leisure offer.

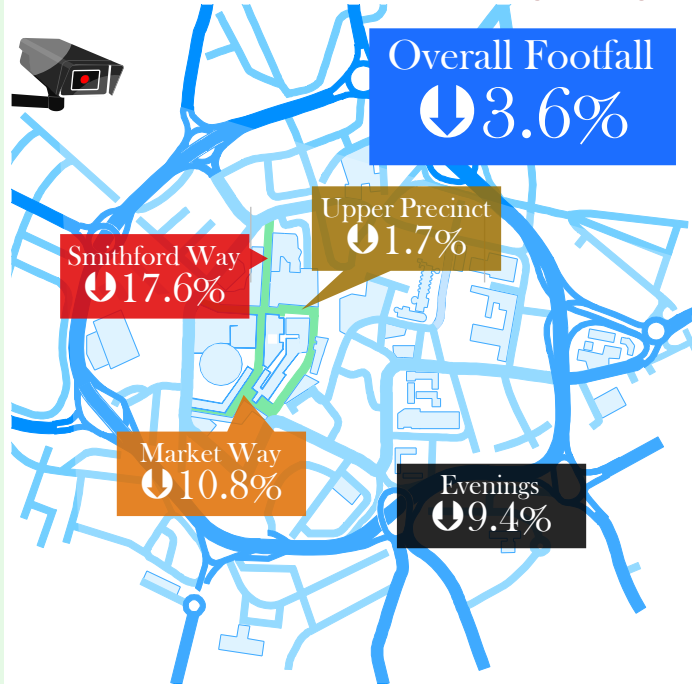
**Raising the profile of Coventry**

Data on visitors to the city is from the tourism economic impact assessment report, conducted by The Research Solution, an independent market research firm. The latest data suggests visitor trips to Coventry have increased by 350,000 from 7,867,000 in 2012 to 8,217,000 in 2013. This increase in visitor numbers was achieved even though 2012 was unusual as Coventry hosted Olympic football. Of the 8.2 million trips, 92% were day trips, and 8% were overnights. Day trips has increased by 5% from 2012 – in contrast to national trends where there has been a 7% decline; however overnight trips to Coventry have fallen by 8% in contrast to a 6% increase in the region. Estimates from the report's economic model suggest that visitors contributed just under £419 million to the Coventry economy, directly or indirectly supporting some 7,540 full-time equivalent jobs in Coventry.

**City of Culture bid**

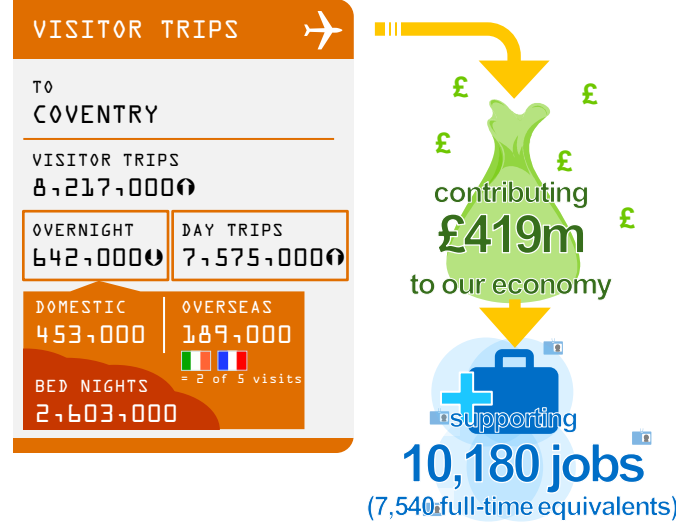
To capitalise on the city's strong cultural offer, the Council is working with artists, cultural leaders, business leaders, the two universities and senior councillors to develop a bid for Coventry to become the UK City of Culture in 2021.

Indicator	Coventry	Progress	Target
GVA per head 2013 provisional	£20,513	✓	✓
City centre footfall change	-3.6%	✗	✗



Footfall at Coventry City Centre is currently measured at City Arcade, Hertford Street, Market Way, Priory Place, Smithford Way, Upper Precinct, Lower Precinct and West Orchards. Less busy areas – such as Smithford Way and Market Way – has seen the greatest decline in footfall (by 17.6% and 10.8% respectively) while the busiest area, Upper Precinct, has seen footfall drop by 1.7%, closer to national trends.

Indicator	Coventry	Progress	Target
Visitor trips 2013	8,217,000	✓	✓



**Coventry 2021**  
UK City of Culture bid

#Coventry2021

... and make sure that residents share in the benefits by:

**Helping local people into jobs**

**Increase in workplace jobs**

In 2009-2013, a substantial number of jobs were created. However there are some concerns that residents are not getting these jobs and one survey suggests workplace jobs declined in 2014. (Sources: Annual Population Survey (APS), Business Register and Employment Survey (BRES) and Job Density.)

**Low employment rate: many students**

At 64.3%, Coventry's employment rate is lower than the average (70% in the West Midlands and 72.5% in England). This is mostly due to Coventry's high student population (26,700 students), which make up 40% of the city's economically inactive population compared to the England average of 27%.

**Less unemployment**

Around 11,400 residents were unemployed in 2014, a rate of 7.5%. This is down from a peak of 15,000 (10.2%) at the height of the recession in 2011. However, unemployment is still higher than the levels seen in 2004-2008 and the West Midlands (6.8%) and Great Britain (6.2%) averages.

**Fewer people claiming jobseekers allowance**

Coventry's seasonally adjusted jobseekers allowance (JSA) claimant count in April 2015 was 4,551 – a rate of 2.1% of working aged residents. This is better than 3.4% a year ago. However, changes to JSA rules, eligibility and support programmes mean that JSA has increasingly drifted away from the unemployment rate.

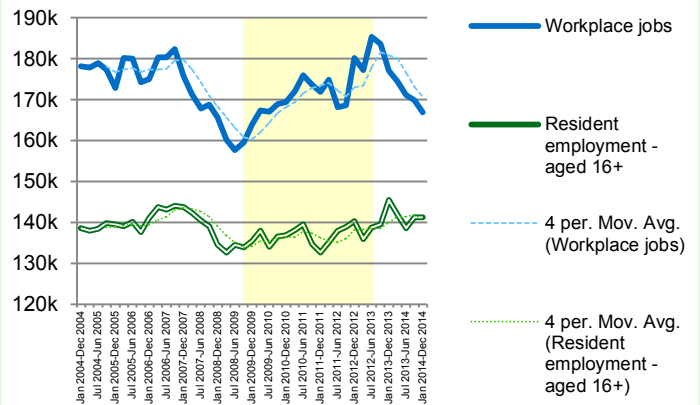
While Coventry's JSA rate remains worse than Warwickshire (1.0%) and the United Kingdom (1.9%), Coventry has seen a larger reduction in JSA claimant rates than Warwickshire, West Midlands and the United Kingdom. Indeed, Coventry's the JSA claimant count is at its lowest since records began.

**Stagnant wages**

While unemployment and the numbers claiming jobseekers allowance have fallen, there have not yet been a corresponding increase in wages: last year, the median Coventry pay went down to £20,849, a reduction mirroring regional trends.

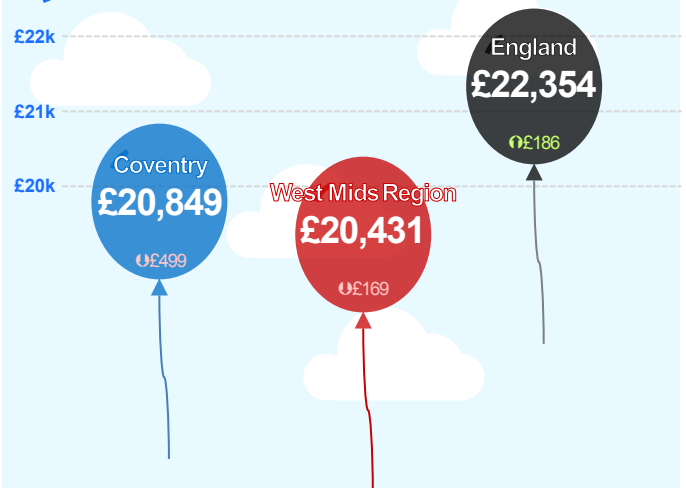
Indicator	Coventry	Progress	Target
Average employment rate	64.3%	✗	✗
Unemployment rate	7.5%	✓	✓
JSA claimants	2.1%	✓	✓
16-19 NEET	6.8%	✓	✓
JSA 18-24	1.8%	✓	✓
16-64 qualified to NVQ 4+	32.1%	✓	✓

**Coventry residents' employment vs. workplace jobs**



While the number of jobs in the city has increased in 2009-13, residents may not be getting them as illustrated by the widening gap between workplace jobs and resident employment. The trend for 2014, however, is reversed: there appears to be a reduction in jobs, but an increase in resident employment, resulting in a narrowing of the gap.

**Median annual pay in 2014**



Indicator	Coventry	Progress	Target
Gross disposable household income	£13,747	✓	✓
Median annual pay provisional	£20,849	✗	✗



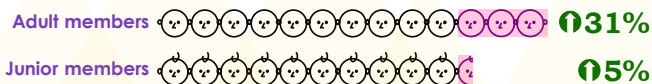
**Reducing the impact of poverty**

**Credit Unions**

Credit unions are not-for-profit financial institution dedicated to serving the needs of its members. They provide an alternative to banks or building societies and high-interest loan providers. The Council has made increasing membership of credit unions a priority as it improves access to finance for most vulnerable people. The Council's grant aid agreements with Coventry's New Central Credit Union and Coventry and District Credit Union have helped them expand into more prominent locations, train volunteers and increase their membership.

Indicator	Coventry	Progress	Target
Adult credit union members	2,851	✓	✓
Junior credit union members	1,166	✓	✓

**More Credit Union members!**

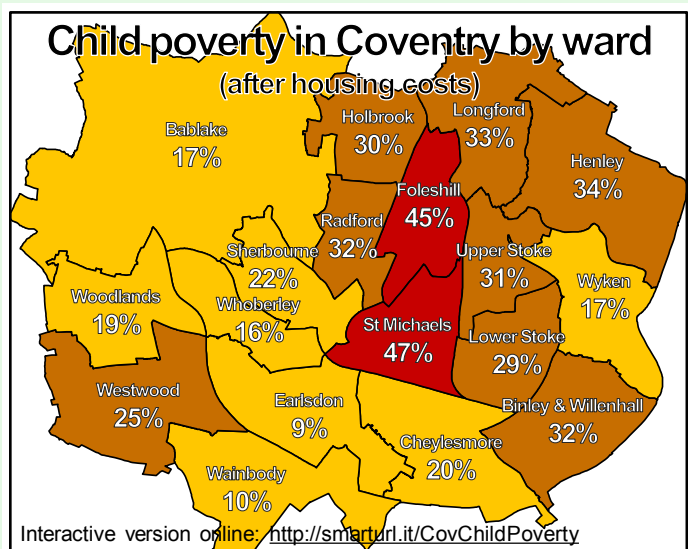


Growth in active Credit Union membership at NCCU & CDCU in the past 20 months (Sep 2013 to May 2015). Dormant members (inactive for 6+ months) excluded.

**Child Poverty**

The End Child Poverty Campaign's latest data on the percentage of children in relative poverty (low-income families) after housing costs, published in October 2014, suggests that in 2013, 28.99% of Coventry children overall are in relative poverty after housing costs (18.39% before housing costs) compared to 25.1% nationally. That is, one in four Coventry children.

Note that the government's children under 16 in families receiving means-tested benefits & low income figure for Coventry is 23.9%. This has not been updated since 2012, and therefore the Council has chosen to continue using the End Child Poverty Campaign data instead.

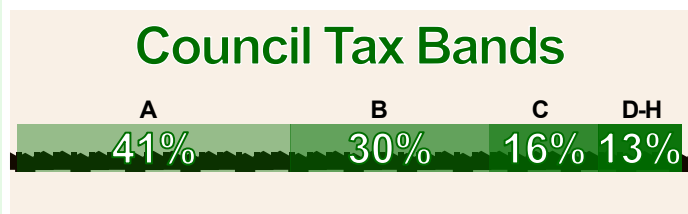


**Increasing the supply, choice and quality of housing**

An increase in the Council Tax base is an indicator of an increase in the number of homes available to meet the needs of the growing population. The Council Tax base has increased from 136,649 properties on 22 May 2014 to 138,416 properties on 31 March 2015, an increase of 1,767 properties.

Historically, the city has had many properties in the lower Council Tax bands (A and B), with people moving into larger homes in Warwickshire as their incomes rise. The Council is encouraging developers to build large family homes in good neighbourhoods where people aspire to settle down and raise their families. As at 31 March 2015, 40,484 properties are in Council Tax bands C to H, representing 29.25% of the Council Tax base, a 0.22% increase from 22 May 2014.

Indicator	Coventry	Progress	Target
Council Tax base	138,416	✓	✓
Properties in higher Council Tax bands	29.25%	✓	✓



The majority of Coventry properties are in Council Tax bands A and B. The Council wants to encourage more larger family homes to meet the needs of Coventry's growing population.

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

**Arts and culture**

The Council wants Coventry to be a centre for arts & culture, sports & leisure; music & events. Moreover, it wants Coventry residents to be able to access these events.

**Godiva Festival**

In 2014/15, the 16<sup>th</sup> Coventry Godiva Festival was held on 4-6 July 2014. Billed as the UK's biggest free family music festival, Godiva Festival attracted a record 125,500 massive crowds, beating the 2013's record of 125,000 visits despite more unsettled weather. In addition to bringing visitors from around the UK and beyond to experience all that the city has to offer, the Festival enabled thousands of Coventry residents to see top headliners such as The Selecter, Buzzcocks and Happy Mondays; plus opportunity to learn about activities in the city and take part in events like the Disney Change4Life road show. The 2014 festival was estimated to have had a direct economic impact of £1.8 million into the local economy.



Main Stage at Coventry Godiva Festival 2014, held at the War Memorial Park, Coventry.

**Sports and activities for all**

During the summer holidays 2014, Coventry Business Improvement District (BID) and Coventry City Council delivered a programme of family events in Coventry City Centre, *Discover Summer in Coventry*. This included giant games; workouts and fitness challenges – showing that there is a lot to do and see in the city centre and giving children and families the opportunity to try physical exercises they might not have considered before.

2014/15 also saw the opening of the state of the art 25-metre swimming pool, splash pool with water features and racing slides at Centre AT7. This replaces the aging facilities at Livingstone Road which were no longer fit-for-purpose, with accessible, modern facilities better suited to the needs of children and families.

The city's longer-term goal, as set out in the Coventry Sports Strategy 2014-2024, is for Coventry to be an active city for all ages and in all communities, and sport and physical activity will be embedded in all aspects of city life. Amongst other things, this will involve investing in a new destination city centre facility with a 25m swimming pool and water park – modern facilities that Coventry residents will enjoy and be proud of and that will attract visitors from across the region.



The expansion to Centre AT7 was funded by making better use of the money used to subsidise and maintain older facilities.

*Inspiring a sporting city...*

**'Developing a more active, inclusive and vibrant Coventry through positive experiences in sport.'**



**Coventry Sports Strategy**  
2014 – 2024

[www.covsport.org.uk](http://www.covsport.org.uk)



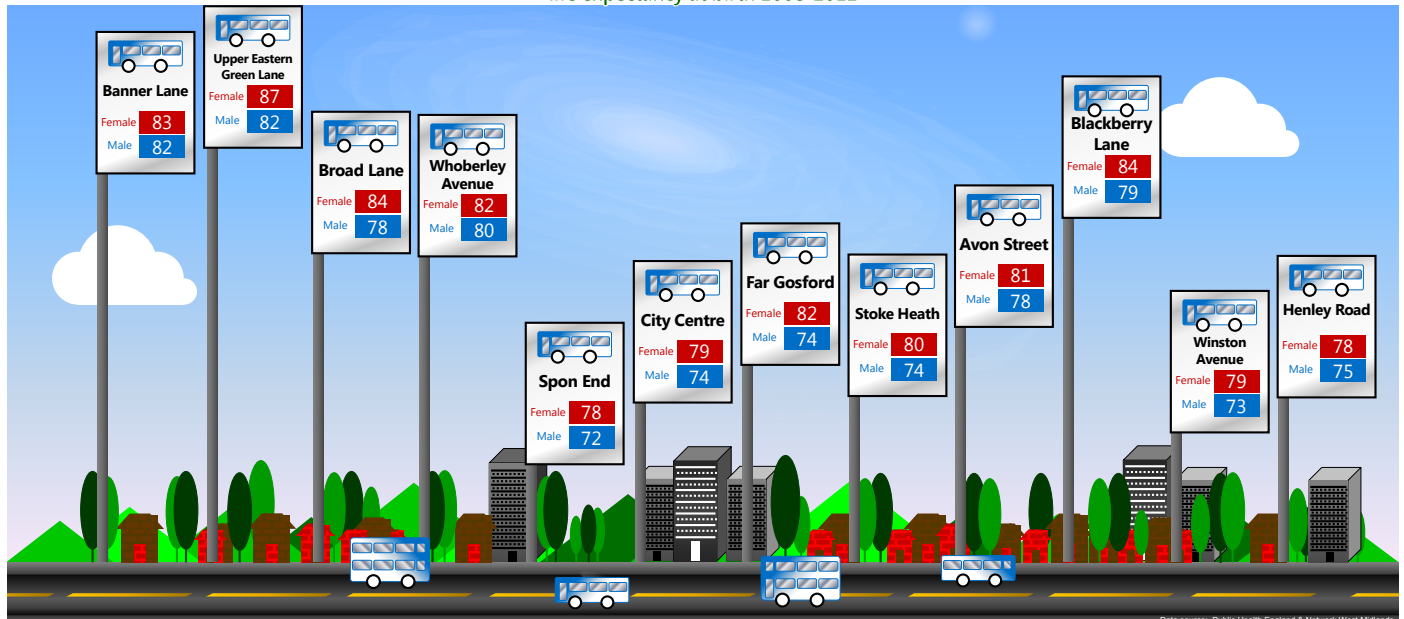
# Locally committed

Improving the quality of life for Coventry people



## Coventry's life expectancy along the number 10 bus route

life expectancy at birth 2008-2012



Data source: Public Health England & Network West Midlands

Inequality in life expectancy along the Coventry number 10 bus route, using the latest local area data (2008-12), published April 2014.

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Life expectancy is on an upward trend, but large variations in health remain. Coventry's life expectancy at birth in 2011-13 was 78.2 years for males and 82.4 years for females. Recent data suggests that life expectancy is 9.8 years lower for men and 8.5 years lower for women in the most deprived areas of Coventry than in the least. This suggests a slight narrowing of inequality from 2014, when the gap was 11.2 years and 8.6 years respectively.

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We are committed to improving the quality of life for Coventry people by working with local communities to:

**Create an attractive, cleaner and greener city**

**Maintaining the street scene**

**Cleanliness:** the frequency of street cleansing has been reduced to make savings. The Council will continue to inspect and monitor street cleanliness to make sure that an acceptable standard is maintained. This measure will be included in the report from 2015/16 onwards. The Council is looking to work with residents in the future to involve them in helping to keep their local streets clean and litter free.

**Roads and footpaths:** the percentage of main roads that are in good or acceptable condition has continued to improve, reflecting the investment made in the road infrastructure which is important for the movement of people and goods around and through the city. The local road network condition is also being held at an acceptable level with on-going targeted investment being made. Due to the high unit costs of footway refurbishment work the annual investment is only making slow inroads into the identified backlog. However, annual footway improvement programmes are being carried out across all wards and there will be a gradual improvement in footway condition.

**Fly tipping** increased during 2014/15. This was mostly the result of domestic fly tipping by residents, not commercial waste. Experience shows that fly tipping increases when the weather is improved. This was the case this summer and winter as compared to the previous year. During 2014/15 there was a significant reduction in patrolling staff which reduced the Council's ability to challenge fly tipping. The neighbourhood enforcement team has been expanded and staff trained to help tackle fly tipping proactively in the future.

**Encouraging people to reduce, reuse and recycle**

In 2014/15 the amount of household waste collected has increased by 2.2%. Historically, more waste is generated when the economy recovers – and this follows the trend. Provisional data shows that less household waste was recycled and composted, from 35.8% in 2013/14 to 34.1% in 2014/15, a reduction of 1.7%. The Council launched Coventry Recycling Club in May. The scheme, funded by the government, enables residents to sign up and earn points when recycling improves in their area. Points can be turned into funding which in turn helps to support local groups and organisations taking part.

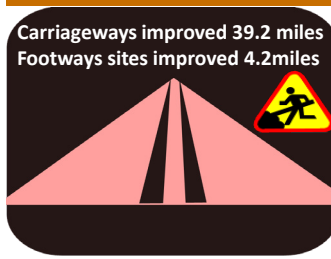
**The upkeep of parks and open spaces**

A park management plan set out the improvements desired in our parks, including opportunities to improve health & wellbeing. It also helps with funding applications. Working with residents, three draft plans were completed this year. Three more plans for parks in the city's most health-deprived areas will be developed over 2015/16. Volunteers such as Friends of Parks groups help shape plans and support the upkeep of parks.

Indicator	Coventry	Progress	Target
<b>Roads and footways in a good or acceptable condition...</b>			
...principal roads A roads	98%	✓	✓
...non principal roads B/C roads	95%	✓	✓
...unclassified roads	80%	✗	✗
...footways	36%	✗	✗



**MAINTAINING THE STREET SCENE**



Carriageways improved 39.2 miles  
Footways sites improved 4.2miles

In 2013/14, only 1% of Coventry "A" roads were in need of maintenance. This is much lower than the national average of 4%.

Department for Transport, 5 Mar 2015  
<https://www.gov.uk/government/statistics/road-conditions-in-england-2014>

Number of reported potholes



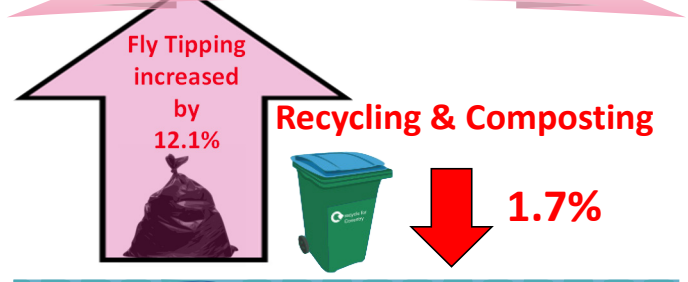
Between 2013 and 2015 Coventry was successful in securing an extra £788,000 of funding from the government's 'pot hole' and 'severe weather' funds. This money has been

used to greatly reduce the pothole repair backlog across the network and improving service level response times.



Indicator	Coventry	Progress	Target
<b>Fly tips reported in the city</b>	2,811	✗	✗
<b>Household waste recycled and composted</b> provisional	34.1%	✗	✗

**WASTE AND RECYCLING**



Indicator	Coventry	Progress	Target
<b>Completed management plans for parks in health deprived areas</b>	3 draft plans completed	✓	✓





**5 parks** maintained Green Flag status

Effective partnership with friends groups helped the city's parks maintain green flag status.



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

In 2014/15, 21,451 crimes were recorded, a reduction of 0.54% from the previous year; or 65.0 crimes per 1,000 residents. This is lower than Birmingham (68.6) and Wolverhampton (67.3). There were fewer acquisitive offences such as burglary dwelling, robbery and vehicle crime. In particular, burglary dwelling fell by 11%. Residents have a positive perception of safety in the city, with 96% people surveyed in 2014 saying that they feel safe in the day and 85% after dark. Priorities in 2015/16 include a focus on domestic violence and abuse, sexual violence and sexual exploitation including child sexual exploitation and public place violence.

Indicator	Coventry	Progress	Target
Crimes provisional	21,451	✓	✓
Residents who feel safe in their neighbourhood...			
 96% feel safe during the day			
 85% feel safe after dark			

West Midlands Police – ‘Feeling the Difference’ Survey June to August 2014

**Improving educational outcomes by working with schools to continue to improve standards**

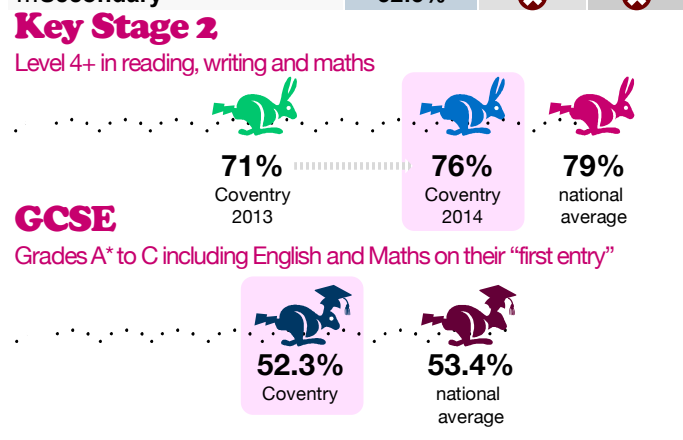
**Attainment at key stage 2 (primary)**

In 2014, 76% of year 6 pupils attained Level 4 or above in reading, writing and maths – narrowing the gap with the national average to three percentage points. Girls have increased their performance ahead of boys, in 2014, 80% of girls achieved Level 4+ compared to just 72% of boys. The most disadvantaged pupils (on pupil premium) have seen an improvement, however, children with special educational needs (SEN) continue to perform poorly – with only 36% achieving a good level of development.

Indicator	Coventry	Progress	Target
Level 4 or above in reading, writing and maths at Key Stage 2	76%	✓	✗
5+ GCSEs at grades A*-C, including English and Maths	52.3%	N/A	✗
% making expected progress from Key Stage 2 to 4 in...			
... English	74.0%	N/A	✓
... Maths	59.2%	N/A	✗
% of pupils attending schools judged good/outstanding: May 2015			
... Primary	81.3%	✓	✗
... Secondary	52.5%	✗	✗

**Attainment at key stage 4 (secondary)**

In 2014, 52.3% of pupils achieved five or more GCSEs at grades A\* to C including English and Maths on their “first entry”, 1.1% points below the national average of 53.4%. The “first entry” scores reflect changes in the way school performance tables are calculated: while a pupil may retake an exam, only their first entry in a particular subject will count towards the performance tables. Further sub group analysis compares “best entry” scores – Coventry’s best entry average is 56.8% (nationally, the “best entry” average is 59.6%). Girls continue to outperform boys at GCSE although the average score of 60.5% is slightly below the previous year of 61.9%, this is still better than the national average for girls of 60.0%. The average score for Coventry boys was 50.9% and behind the national average of 53.9%. Only 14% of looked after children achieved five good GCSEs, this is comparable to the national average of 15%. Although only 26.9% of children with SEN get five good GCSEs, this is better than the national average of 22.2%.



**School inspections**

By May 2015, 81.3% of pupils now attend a primary school that is judged by Ofsted to be “good” or “outstanding”. A considerable improvement as compared to 59.8% two years ago. The improvement strategy has helped to drive improvements in school performance. School performance has continued to fall at secondary school level with two more schools falling into the category of “requiring improvement” during the year.

**A plan to improve our schools**

During the last two years the responsibilities for school improvement and performance have moved to individual schools, school improvement networks and Teaching School Alliances. At the same time, the local authority has developed its key role in monitoring and challenging all schools and academies, particularly those which are underperforming or causing concern. Following an evaluation of school improvement networks and system leadership in Coventry by the Institute of Education in September 2014, the Coventry School Improvement Strategy is being revised for implementation from September 2015.

**Life expectancy at birth**

Coventry has higher levels of deprivation and poorer overall health than the England average. Overall life expectancy at birth in 2011-13 was 78.2 years for males and 82.4 years for females. Life expectancy is on an upward trend but it remains below the region (78.8 years for males and 82.8 for females) and England (79.4 years for males and 83.1 years for females). Large variations in health remain: the 2015 Coventry Health Profile data suggests that life expectancy is 9.8 years lower for men and 8.5 years lower for women in the most deprived areas of Coventry than in the least deprived areas. This suggests a slight narrowing from the 2014 Coventry Health Profile, when the gap was 11.2 years and 8.6 years respectively. An area of concern is that Coventry is one of the upper tier local authority areas where healthy life expectancy is significantly lower than the state pension age of 65 (2011 to 2013).

**Helping them lead healthier lifestyles**

**Smoking**

Between April to December, 3,680 people using the stop smoking services set a quit date and 1,802 successfully quit. This is a successful quit rate of 49.0%. 878 males and 924 females successfully quit with a successful quit rate of 51.5% for males and 46.8% for females. There has been a drop in quitters; this mirrors national trends of rising use of e-cigarettes and reducing overall smoking prevalence. The service is piloting new smoking service for people with mental health conditions – looking at harm reduction rather than cessation alone. The city also launched a new Smokefree Strategy for 2015-2020.

**Excess weight**

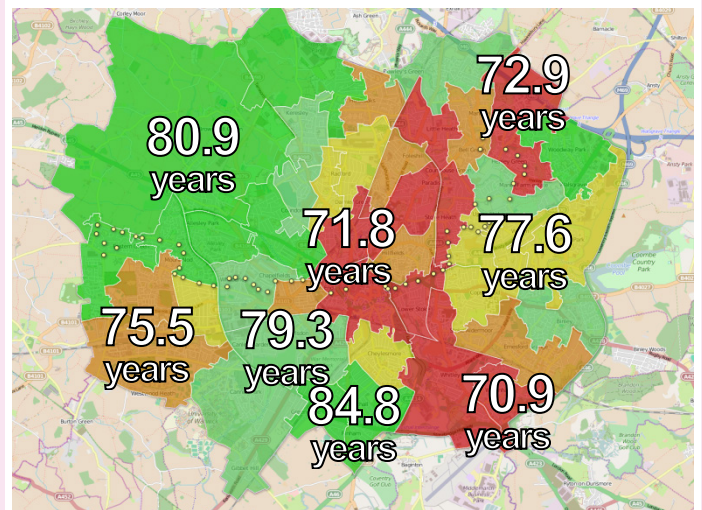
One in five children at reception are overweight or obese; rising to one in three by Year 6 and over half of adults. In 21.2% (765) of Year 6 children and 26.2% of adults are classified as clinically obese – worse than the national average. Families are encouraged to be more active through *Coventry On the Move*, *Change4Life* and *10 minute shake up*.

**Healthy workplaces**

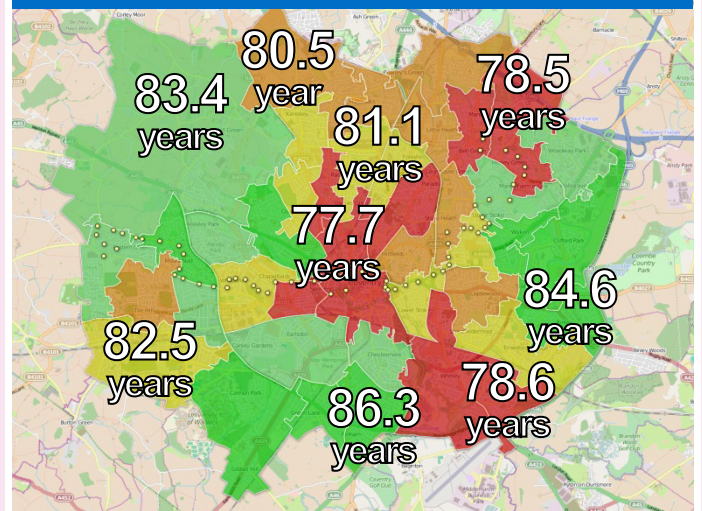
The Workplace Charter is just one of the tools available to assist businesses towards achieving a successful healthy workplace. Eleven organisations in Coventry, including the Council, hold the Charter Award.

**World Aids Day**

World aids day took place in December 2014, there were 222 safe sexual health pledges, 12 people getting screened for HIV, 28 people signed up for the C-Card scheme and 1,500 condoms given out.



**Male life expectancy at birth 2010-12**



**Female life expectancy at birth 2010-12**

Maps illustrate the inequality in life expectancy. This uses the latest local area data (2010-12), published April 2014. Interactive charts illustrating life expectancy for males available at <http://smarturl.it/cov-life-exp-male> and for females at <http://smarturl.it/cov-life-exp-female>.

Indicator	Coventry	Progress	Target
Male life expectancy at birth	78.2 years	=	=
Female life expectancy at birth	82.4 years	=	=
Smoking quitters from stop smoking services April to December 2014	49.0%	✗	✗



**Helping people to maintain their independence and supporting them when they need help**

The percentage of adult care users receiving a direct payment has increased to 20% and 82% of service users receiving long term support have a personal budget. The Care Act was implemented on 1 April 2015 and the key themes of the act are well-being, prevention and integration. Coventry is one of the first cities in the UK to adopt the Age Friendly Cities program which aims to prepare for the rapid ageing of populations by creating inclusive, accessible urban environments. In October 2014 the city launched its dementia strategy, in Coventry there are thought to be approximately 3,600 people living with dementia in Coventry and this is set to rise to almost 4,000 by 2016.

**A slight decrease in long-term adult social care users with a personal budget**



Note: the government has changed the indicator definition; it is now only based on users receiving long term support.

Indicator	Coventry	Progress	Target
<b>Adult social care users with...</b>			
...a personal budget	82%	✘	✘
...a direct payment	20.4%	✔	✔

...especially for our most vulnerable residents by:

**Protecting and supporting our most vulnerable people**

**Keeping children safe from harm**

The high number of looked after children continue to place significant pressures on budgets and services. In December, the minister overseeing improvements to child protection, welcomed news of the progress Coventry was making, and the Council has set aside additional £13m for 2015/16 to support vulnerable children. The Multi-Agency Safeguarding Hub became operational in September 2014 and has improved information sharing and the speed of responses to safeguarding issues. Caseloads in the Referral and Assessment Service were reduced from approx. 42 per worker in March to 17 by September 2014 and the amount of time taken to hold a Child Protection Conference was also reduced.

**Keeping adults safe from harm**

There were 1,027 adult safeguarding alerts in 2014/15, an increase from 1,003 in 2013/14. This is within the expected range. The vast majority (95.8%) of adults at risk feel safer following referral.

**More children adopted**

44 children were adopted between April and October 2014 and a further 31 placed for adoption as compared to 52 children adopted over the whole of the previous year.

**Conception rates to girls under 18**

Conceptions to girls aged under 18 has gone up slightly from 38.6 per 1,000 15-17 year olds in 2012 to 39.5 in 2013. This compares to the West Midlands metropolitan average of 30.3.

**Improving services for people experiencing domestic violence and abuse (DVA)**

In 2014/15, 5,849 victims of DVA were known to the police, up from 5,359 last year. The increase in reporting is welcomed as it means a better understanding of hidden crimes. Repeat victims of DVA reported have also gone up by 2% to 10.5%. There is a partnership approach to DVA in Coventry, and a new single point of access service was launched last September. This increases provision for women and children, in particular, older children; and introduces support for men.

Indicator	Coventry	Progress	Target
<b>Looked after children rate per 10,000 population under 18</b> <small>provisional</small>	86.3	✔	✔
<b>Adult safeguarding alerts</b>	1,027	✔	✔
<b>Percentage of completed safeguarding referrals where the adult at risk feels safer</b>	95.8%	✔	✔
<b>Conceptions to girls aged under 18 (rate per 1,000 15-17 year olds)</b> 2013	39.5	✘	✘



The successful "Do It For Daniel" campaign has helped to recruit new social workers.

Indicator	Coventry	Progress	Target
<b>Domestic violence/abuse victims known to the police</b>	5,849	N/A	N/A
<b>Repeat victims of domestic violence reported</b>	10.5%	✘	✘



**9%**

**DVA reports to police**

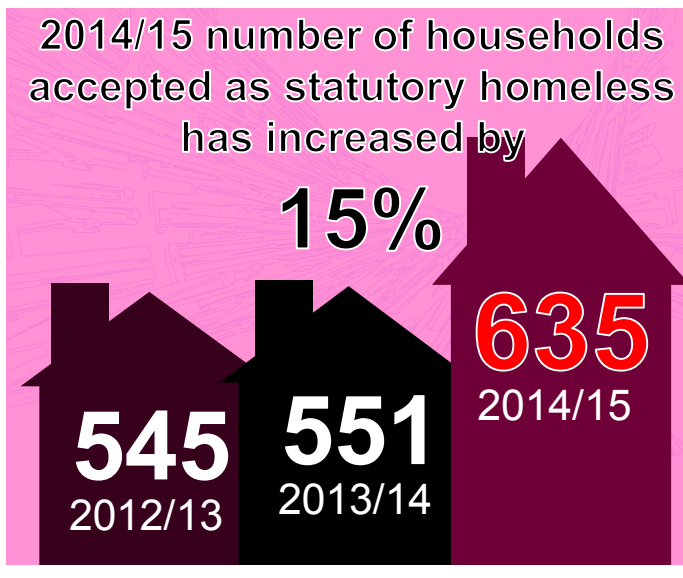
*improving understanding of hidden crimes*

**Preventing homelessness and helping people who do become homeless**

In 2014/15, 1,065 homelessness assessments were completed. Of these, 635 households, or 59.6%, were accepted as statutorily homeless. This compares to 551 statutorily homeless households last year. 1,562 homelessness cases have been prevented during the year compared to last year's total of 1,429.

The Council has commissioned the Salvation Army to manage all supported accommodation and floating support for homeless people and ex-offenders. The new amalgamated service will help facilitate better outcomes and life chances for vulnerable homeless and ex-offender clients through an enhanced, streamlined service. Homeless people and ex-offenders can now receive support services through a single point of access (the Hub Service). In addition, a 63 unit hostel is being developed by Whitefriars Housing Group, was opened in May 2015 for single people who are homeless.

Indicator	Coventry	Progress	Target
Households accepted as statutory homeless	635	✘	✘



**Reducing health inequalities**

**Giving our children the best start in life**

**Early years foundation stage**

In 2014, 59.6% of children achieved a good level of development by age five, close to the national figure of 60.4% and 2.1% better than the rate of 57.8% for similar local authorities. The main determinant of child development is socio-economic background. Children from a deprived background are less likely to achieve a good level of development compared to children from better-off backgrounds. However, even at an early age, there is a gender gap: 68.2% of girls achieve a good level of development while just over half of boys (52.2%) do so.

**Breastfeeding**

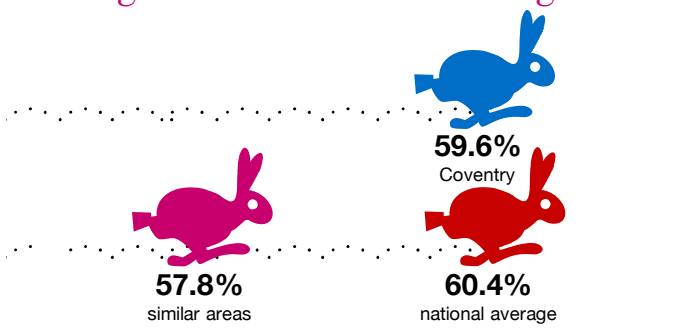
Breastfeeding protects the health of babies and mothers, and reduces the risk of illness. In April to December, 1,914 out of 4,392 babies in the Coventry and Rugby CCG were totally or partially breastfed at 6-8 weeks, a rate of 43.6%. This is slightly below the England average of 43.7%. For comparison, the rates for 2013/14 were 42.8% for Coventry and 45.8% for England. A range of service is available for breastfeeding mothers and a new support group started in June 2015.

**Female Genital Mutilation (FGM)**

In April to September, 35 women accessing UHCW\* midwifery services were found to have been affected by FGM. In addition, police data shows 48 FGM referrals were made between April and December – a large increase from 16 FGM referrals in 2013. This may be due to the well-established referral processes and reporting procedures between UHCW and the police, or it may indicate that we have a high incidence of FGM amongst the communities that reside here.

Indicator	Coventry	Progress	Target
Achieving a good level of development by age 5	60.0%	✓	✓
Gap between the lowest achieving 20% in the early years and the rest	36.8%	✘	✘
Breastfeeding rates at 6-8 weeks Apr-Dec 2014/15	43.6%	=	✘

**Early years foundation stage... Closing in on the national average!**



**Tackling FGM**

The Council is working with partners agencies to raise awareness, improve data collection, support better enforcement of the law, offering training and has developed safeguarding procedures and a website.

\*UHCW = University Hospitals Coventry and Warwickshire





# Delivering our priorities

Maximising use of our assets; strong & involved communities

## Maximising the use of our assets

The Council continues to face significant financial challenges as a result of cuts to its government grant. In 2014/15 the Council delivered transformation savings of £15.8m achieved by reducing operating costs and redesigning services.

### Reducing operating costs

The Council has continued to reduce the size of its workforce by reducing the number of manager posts and offering voluntary redundancy for those employees wishing to leave the organisation. During 2014/15 the core workforce reduced by 284 full time equivalent posts. The Council has also been reducing the number of buildings that it occupies and preparing for the move to Friargate. New telephony and IT systems are being introduced, this will help staff to work more flexibly and utilise office accommodation more effectively.

### Putting customers first

The new Customer Services Centre at Broadgate is on track to open in September. Good progress has been made on the building work as well as preparing staff to transfer from existing reception points. Customers are beginning to be able to do more for themselves through on line transactions and this will be accelerated with more services bought on line during 2015/16.

### Securing external funding

In 2014/15 just under £50m of external funding was secured to fund improvements in the city. £15m of the £50m Coventry Investment Fund was committed to help to fund schemes such as Friargate, Cathedral Lanes and Fargo, creating 700 jobs in the city.

## Strong and involved communities

The Council has continued to engage with partners, communities and residents to involve them in the design and delivery of services. The requirement to deliver savings increases the importance of the Council working alongside others and to explore alternative ways of delivering services, including social enterprise and mutuals. The Council has adopted a set of principles for council spin outs to help to inform some of these decisions.

### Encouraging volunteering

Volunteers have always had an important role to play in the city creating a strong voluntary sector, supporting most vulnerable people and maintaining the quality of life in the City. A Council grant supports Voluntary Action Coventry to develop volunteering in the city, and the Council has also promoted the benefits of volunteering to its own employees.

Delivering our priorities with fewer resources



FINANCIAL SAVINGS

**£15.8MILLION**

TRANSFORMATION PROGRAMME SAVINGS

OUR WORKFORCE

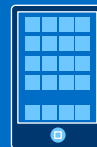
**-284** FULL TIME EQUIVALENT POSTS



COLLECTION RATES

**95%** COUNCIL TAX **97%** BUSINESS RATES

ONLINE SERVICES



**16%** TRANSACTIONS ONLINE  
**-12%** FACE TO FACE CONTACT

EFFICIENCY

**-5%**

ENERGY USE



We will use our increasingly limited resources effectively to:

**Make savings so that we can continue to support front-line services**

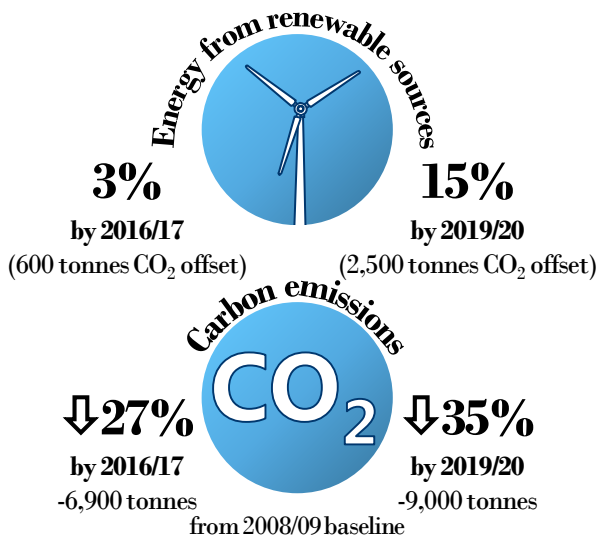
**Rationalising our property portfolio**

The Council reduced its property portfolio over the course of 2014/15. Total revenue savings of £1.6m were achieved from the disposal of operational and commercial properties in 2014/15, up from £964,000 in 2013/14. The Council's capital maintenance programme has also been reviewed and reduced in size accordingly.

**Energy use and carbon emissions**

The Council and schools used an estimated 118,550,104 kWh of energy in 2014/15, a 5% reduction from 2013/14. 37% (44,296,192 kWh) were from Council operations and the rest from schools. Gas use was down significantly thanks to the introduction of the Heatline district heating system. The Council emitted 18,504 tonnes of CO<sub>2</sub> in 2014/15, a 2% reduction from 2013/14. New targets set in the Carbon Management Plan 2014 are...

**New carbon management targets**



**Balanced budget achieved**

The financial outturn for 2014/15 showed an overall revenue overspend of £2.2m balanced to nil after a planned contribution from the General Fund Balance and a capital programme expenditure of £101m and capital spending of £22m rescheduled into 2015/16. A balanced budget for 2015/16 was approved in February 2015. This sets out a commitment to provide an additional £13m to support vulnerable children in the city. The reduction in government grant by a further £24m has meant that savings of £15m have to be delivered in 2015/16 rising to £65m by 2017/18.

**Transformation programme savings**

£15.8m of in-year transformation savings were delivered in 2014/15. This is in addition to a saving of £12.6m delivered in 2013/14. The £1m target saving for reducing demand for Council services was not achieved and this shortfall has been managed through the 2015/16 Budget setting process.

Indicator	Coventry	Progress	Target
Rationalising property portfolio – revenue savings	£1.6m	✓	✓
Carbon dioxide emissions from local authority operations estimate	18,504 tonnes	✓	✓
Total energy use in Council buildings and schools estimate	118,550,104 kWh	✓	✓

**PROPERTY SAVINGS**

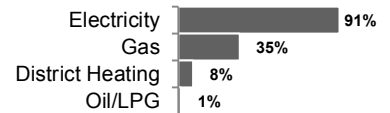
↓ **£1.6 MILLION**

The City Centre First strategy is intended to deliver savings by reducing the Council's suburban estate. The plan is to have city services delivered from a main city centre facility and a small number of multipurpose suburban hubs.

**EFFICIENCY**

⚡ **↓5%**  
energy use

Council's energy use by type:



**↓2%**  
CO<sub>2</sub> emissions from 2013/14

**18,504 tonnes**  
↓28% from 2008/09 baseline

Indicator	Coventry	Progress	Target
Transformation programme savings	£15.778m	✓	✗

**COVENTRY CITY COUNCIL BUDGET 2015/16**



**BUDGET CUTS FROM GOVERNMENT 2010 £214M**

**2015 £135M**

**MEANS THE COUNCIL HAS £200 LESS TO SPEND PER PERSON**



As part of the Council's budget consultation, the Communications Team made a short video to help explain the budget challenges faced.

**Staff reductions**

The Council has continued to reduce the size of its workforce by reducing the number of manager posts and offering voluntary redundancy for those employees wishing to leave the organisation. During 2014/15 the core workforce (excluding schools) reduced by 283.6 full time equivalent (fte) posts to 4,515.03 fte.

**Managing absences**

In 2014/15 an average of 9.40 days per fte was lost due to sickness absence. This falls short of the target of 8.5 days and is also higher than 9.14 days for the previous year. The Council continues to robustly manage sickness absences.

**Maximising our income**

**Council Tax:** the in-year collection rate was 95.4%. This was slightly below the previous year's 95.6% and below the target of 96%. The eventual collection rates remain strong and predicted to be around 98.5%. Although the percentage of Council Tax collected was lower, an additional £4.8m was collected compared to last year. This is because the overall number of properties has increased and the Council Tax went up.

Indicator	Coventry	Progress	Target
Core employee headcount	4,515 fte	✓	✓
Working days lost due to sickness absence per fte	9.40 days	✗	✗

**THE WORKFORCE**



**4,515 fte staff**

-283.6 full-time equivalents in 2014/15



**9.4 working days lost**

sickness absence per fte

Indicator	Coventry	Progress	Target
Council Tax collection rate	95.4%	✗	✗
Business rates (NNDR) collection rate	96.9%	✗	✗

**Business rates (national non-domestic rates):** the in-year collection rate was 96.9%. While this is 0.4% below the previous year, the eventual collection rate will remain strong. An additional £550,000 was collected in 2014/15 as compared to the previous year.

**Support the regeneration of Coventry's economy**

**Utilising the Coventry Investment Fund**

The Coventry Investment Fund Board has approved a range of schemes which will commit £15m (30%) of the £50m fund. Schemes that are benefitting from the Fund will create over 700 jobs.

**External funding**

The Council has a successful track record in attracting external funding for improvements in the city. By year end, the Council secured a total of £49.8m. Schemes funded this year include a congestion relief scheme at the University of Warwick & Westwood Business Park funded from the local pinch point funding from Highways England and SuperConnected Coventry, a digital broadband infrastructure scheme funded from the SuperConnected Cities programme. In addition to reducing congestion and improving communications, such infrastructure investment helps stimulate growth in the local economy by making the city more competitive and attractive for investors, business and visitors.

**Adding social value & procuring local contracts**

In 2014/15, 30% of the Council's procurement activity was spent on suppliers in the Coventry, Solihull and Warwickshire subregion. Through better procurement, the Council delivered £3.3m of savings in 2014/15.

**COVENTRY INVESTMENT FUND** *helping the city grow*

**£50m fund** of which **£15m committed**



Over 700 jobs have been created in 2014/15 as a result of the Council's investment.

**ATTRACTING EXTERNAL FUNDING**



**£49.8 million**

external funding secured for improvements to the city

**CONTRACTS WITH LOCAL FIRMS**

**30%**

of the Council's procurement is with local firms





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

The new Customer Service Centre is on track to open in September. Good progress is being made in preparing the building and also bringing together services from existing reception points.

**Our workforce**

The Council is changing the way that it works to become more flexible in preparation for the move to Friargate. New telephony has been rolled out in parts of the Council so that it is easier for people work more flexibly and make most effective use of office accommodation. New document management systems and clear out campaigns are all helping to improve efficiency and reduce excessive paper in offices. A new behaviours framework launched in June 2015 sets out consistent standards for how the Council expects staff to act, ensuring that Council officers are delivering the best for local people.

**Sub-region and shared services**

The Council continues to share services with neighbouring authorities, for instance, a shared procurement service with Solihull Council. In public health, the Council has recently retendered its integrated sexual health services with Warwickshire and NHS England. It is one of few services nationally that is jointly commissioned with NHS England.

**We will have new conversations with residents, communities and partners, enabling them to do more for themselves by: Encouraging residents to become active citizens**

**Maximising the use of new technology**

The Council is beginning to introduce technology that enables customers to interact with the Council in different ways. This will improve the customer experience and reduce the amount of telephone and face-to-face contact in preparation for the opening of the new Customer Service Centre.

At the beginning of 2014/15, the baseline for on line services was less than 1%. While some progress has been made this year, the pace of change will be accelerated in 2015/16. Next year, customers should begin to see results from the work undertaken by the Council to redesign high-volume services, move more transactions online and develop assisted self-service to meet the needs of customers.

**FLEXIBLE WORKING**

**60% reduction**

on spending on external meeting rooms achieved by having fewer meetings and making better use of the Council's own meeting space.



The new behaviour framework and appraisal process applies to everyone working for the Council.

Indicator	Coventry	Progress	Target
Move to online transactions	16.16%	✓	✗
Reduction in face to face and telephone contact	12%	✓	✗

**MY ACCOUNT**

**My Account** is the new customer portal launched in May 2015. Initially, it allows residents to quickly and easily check and notify the Council about changes to their Council Tax and Housing Benefits online.





### Individual electoral registration

Following the introduction of individual electoral registration in 2014, the Council saw 10,000 fewer electors registered to vote, a trend also seen in other cities with universities. To increase voter registration, the Council held a wide range of engagement activities in 2014/15 to encourage people to register, especially targeting students, young people and other under registered groups such as home movers. This included innovative social media campaigns on Facebook, Twitter and Spotify, alongside campaigns from the Electoral Commission, Bite the Ballot and Operation Black Vote.

### Encouraging democratic engagement

The Cabinet Office recognised the Council for its Local Democracy Week activities, which included a youth quiz, school debate, question time, democracy workshop, Lord Mayor for the day and a virtual council experience.

### Early intervention for families who need it

The Common Assessment Framework (CAF) is a way of working out what extra support a child may need and how best to provide it. It can help ensure that children get the early intervention and support they need, which may help reduce the need for social care interventions. Provisional figures suggest that in 2014/15, 1,964 CAFs were completed, of which 60% (1,181) were closed with all actions complete. Whilst this is still missing the operational target of 70% it is an improvement from 48.9% reported for the previous year.

### Troubled Families: turning lives around

The Troubled Families programme has successfully worked with 634 families in Coventry. Positive outcomes include improvement to school attendance, fewer incidences of anti-social behaviour or youth offending, and more work opportunities identified. Coventry has been invited to be an early starter for the phase two expanded Troubled Families programme.

### Enabling people to exercise choice and control

The Council's Commissioning and Personalisation Plan aims to enable people in most need to live independent and fulfilled lives with stronger networks and personalised support. The new Care Act came into operation in April 2015, giving local authorities a general responsibility to promote people's wellbeing, focusing on prevention and providing information and advice.

### Local and UK Parliamentary Elections

7 May 2015



Indicator	Coventry	Progress	Target
CAFs closed with all actions complete <small>provisional</small>	60%		
Adult Social Care service users who have control over their daily life	78.2%		

### Common Assessment Framework

**1,964** assessments in 2014/15

of which...

**60%** action plan completed with no further actions

**27%** referred to social care

**13%** action plans still being completed

### Care Act

The new Care Act sets out...

- A general responsibility for Councils to promote people's well-being, focusing on prevention and providing information and advice
- A consistent, national eligibility criteria
- New rights to support for carers, so they have the same rights as the people for whom they care
- Legal right to a personal budget and direct payment
- New responsibilities around transition, provider failure, supporting people who move between local authority areas and safeguarding.

Engaging with communities to involve them

The Council and its partners are working alongside communities and residents to involve them in the design and delivery of future services.

Supporting volunteering in the city

Volunteers make an important contribution to improving the quality of life in the city and create a strong voluntary sector. Examples include: supporting vulnerable people; maintaining street cleanliness; and keeping parks clean and tidy.

The Council has provided grant funding to Voluntary Action Coventry to take a lead in promoting volunteering. In addition, Council employees are encouraged to get involved in volunteering and this is also being prioritised in workforce development plans.

Working with partner agencies in the voluntary, public and private sectors

Ignite: early action bid

The Council supported partners from the Coventry Law Centre and Grapevine in the development of the successful Coventry early action bid. The programme, *Ignite*, focuses on two areas of the city: Willenhall and Bell Green / Longford. Ignite aims to develop new ways to work with residents, using community asset-based approaches to build personal resilience and reduce reliance on Council services.

Alternative models of service delivery including social enterprise and mutuals

The Council wants social enterprise to grow and flourish in Coventry. A sector led forum has been established to provide a voice for the sector and work toward the longer-term aim of Coventry becoming a social enterprise city. The Council has agreed a set of key principles that will be used to assess the desirability, viability and feasibility of alternative delivery models such as social enterprise and mutuals. These will be applied when considering alternatives models for the way services are delivered.

Coventry Partnership

In March 2015 the Coventry Partnership annual conference brought together 200 partners from the public, private and voluntary sector to examine what partners can do to ensure that all the people of Coventry are in a position to benefit from growth by creating the right conditions for them to flourish.

Five *Money Mentor* courses and a *Teach Others* course was held as part of the Money for Life programme which aims to improve the knowledge, confidence and skills of UK communities to help people to manage their money better. 100 people were trained and received an accredited qualification.

VOLUNTEERING IN THE CITY



During Volunteer Week, Council employees shared their experiences of volunteering, which included...

- school governors
- fundraising
- charity trustees
- Mencap Wayfarers
- leading voluntary organisations
- Coventry Ambassadors
- Electric Railway Museum
- WEETC
- Positive Images Festival
- Coventry Winter Night Shelter
- Phoenix Swimming Club
- Coombe Abbey Country Park
- Friends of Parks groups
- local church and temples
- local history groups



The Council was awarded the SE ASPIRE award from Social Enterprise West Midlands for the Council's aspiration to see Coventry established as a social enterprise city. SEWM's nomination noted against a background of cuts, it was positive to see a genuine interest to look at doing business differently and to do this with rather than for the sector.



Young people shared their opinions about Coventry at the Coventry Partnership Annual Conference.



Community Cohesion Awards 2015

This year there were...  
**6** award categories  
 including a new award for peace & reconciliation  
**24** applications received  
 #CovCohesionAwards







Council Plan Headline Indicators

Number	Title	Previous performance	End of year 2014/15 or latest data	Comparator	England	Progress	Target	Target status	More on page...
<b>Globally connected</b>									
<b>Supporting business growth</b>									
CP1.01	Number of enterprises	7,405 (+1.0%) Mar 2013	7,940 (+7.2%) Mar 2014	WMM +5.0% Mar 2014	+4.7% Mar 2014	✓	↑	✓	6
<b>Creating the infrastructure</b>									
CP1.02	Business rates base (total rateable value)	£299.6m 2013/14	£299.2m 2014/15	—	—	✗	£300.1m+ 2014/15	✗	6
<b>City centre for the 21st century</b>									
CP1.03	Gross Value Added (£ per head)	£19,826 2012 revised	£20,513 2013 provisional	Warks £23,604 2013 provisional	£24,091 2013 provisional	✓	↑	✓	7
CP1.04	City centre footfall (year-on-year % change)	0.0% FY2013/14	-3.6% 2014/15	UK Index -1.1% 2014/15	—	✗	↑	✗	7
<b>Raising the profile of Coventry</b>									
CP1.05	Visitor trips	7,867,000 2012	8,217,000 2013	—	—	✓	↑	✓	7
<b>Jobs for local people</b>									
CP1.06a	Average employment rate	66.7% Jan-Dec 2013	64.3% Jan-Dec 2014	WMR 70.0 % Jan-Dec 2014	72.5% Jan-Dec 2014	✗	↑	✗	8
CP1.06b	Unemployment rate (Model Based)	8.3% Jan-Dec 2013	7.5% Jan-Dec 2014	WMR 6.8% Jan-Dec 2014	GB 6.2% Jan-Dec 2014	✓	↓	✓	8
CP1.07a	Job Seekers Allowance (JSA) claimants (seasonally-adjusted)	3.4% April 2014	2.1% April 2015	WMR 2.3% April 2015	UK 1.9% April 2015	✓	↓	✓	8
CP1.07b	16-19 year olds not in education, employment or training (NEET)	7.4% Dec 2013	6.8% Dec 2014	WMR 5.4% Dec 2014	4.1% Dec 2014	✓	↓	✓	8
CP1.07c	18-24 year olds claiming Jobseeker's Allowance (JSA)	3.8% May 2014	1.8% March 2015	WMR 3.8% March 2015	2.9% March 2015	✓	↓	✓	8
CP1.08	Resident population aged 16-64 qualified to NVQ Level 4+	29.5% Jan-Dec 2013	32.1% Jan-Dec 2014	WMR 29.4 % Jan-Dec 2014	35.7% Jan-Dec 2014	✓	↑	✓	8
<b>Reducing the impact of poverty</b>									
CP1.09	Gross disposable household income	£13,681 2012	£13,747 2013	WMR £15,551 2013	UK - £17,559 2013	✓	↑	✓	8
CP1.10a	Median annual pay	£21,348 2013 revised	£20,849 2014 provisional	WMR £20,431 2014 provisional	£22,354 2014 provisional	✗	↑	✗	8
CP1.10b (i)	Adult credit union members	2,526 Sep 2014	2,851 Apr 2015	—	—	✓	↑	✓	9
CP1.10b (ii)	Junior credit union members	1,113 Sep 2014	1,166 Apr 2015	—	—	✓	↑	✓	9
<b>Supply, choice and quality of housing</b>									
CP1.11	Council Tax base	136,649 22/05/2014	138,416 31/03/2015	—	—	✓	↑	✓	9
CP1.12	Properties in higher Council Tax bands (C to H)	29.03% 22/05/2014	29.25% 31/03/2015	WMM 35.16% 31/03/2014	55.48% 31/03/2014	✓	↑	✓	9
<b>Locally committed</b>									
<b>Attractive, cleaner and greener city</b>									
CP2.01	Street scene measure quality indicator	New performance measure will be reported in 2015/16							N/A
Roads and footways which are in good or acceptable condition...									
CP2.02a	...principal roads (A roads)	95% 2013/14	98% 2014/15	—	—	✓	95%+ 2014/15	✓	12
CP2.02b	...non-principal roads (B & C roads)	88% 2013/14	95% 2014/15	—	—	✓	88%+ 2014/15	✓	12
CP2.02c	...unclassified roads	86% 2013/14	80% 2014/15	—	—	✗	86%+ 2014/15	✗	12
CP2.02d	...footways	45% 2013/14	36% 2014/15	—	—	✗	45%+ 2014/15	✗	12



Council Plan Headline Indicators

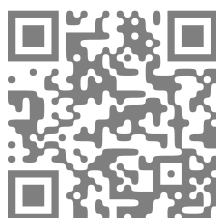
Number	Title	Previous performance	End of year 2014/15 or latest data	Comparator	England	Progress	Target	Target status	More on page...
CP2.03	Number of fly tips reported in the city	2,508 2013/14	2,811 2014/15	All Mets 5,442 2013/14	—	✗	<2,383 2014/15	✗	12
CP2.04	Household waste recycled and composted	35.8% 2013/14	34.1% 2014/15 provisional	All Mets 40.2% 2013/14	42.0% 2013/14	✗	>40% 2014/15	✗	12
CP2.05	Completed management plans for parks in health deprived areas	— in progress	3 draft plans completed August	—	—	✓	3 draft plans to be completed	✓	12
	<b>Safer communities</b>								
CP2.06	Total number of crimes (and rate per 1,000 population)	21,568 (66.7) 2013/14	21,451 (65.0) 2014/15 (-0.54%) provisional	B'ham (68.6) 2014/15 provisional	Wolves (67.3) 2014/15 provisional	✓	↓	✓	13
	<b>Improving educational outcomes</b>								
CP2.09	Level 4 or above in reading, writing and maths at Key Stage 2	71% 2013	76% 2014	S/N 77% 2014	79% 2014	✓	79%+ 2014	✗	13
CP2.10	Five good GCSEs (A* to C) including English and Maths	Revised 2014: first entry only	52.3% 2014	S/N 52.5% 2014	53.4% 2014	N/A	53.4%+ 2014	✗	13
CP2.11a	Making expected progress from Key Stage 2 to Key Stage 4 in English	Revised 2014: first entry only	74.0% 2014	S/N 69.2% 2014	71.6% 2014	N/A	71.6%+ 2014	✓	13
CP2.11b	Making expected progress from Key Stage 2 to Key Stage 4 in Maths	Revised 2014: first entry only	59.2% 2014	S/N 61.4% 2014	65.5% 2014	N/A	65.5%+ 2014	✗	13
CP2.12a	Pupils attending primary schools judged good / outstanding by Ofsted	73.9% Aug 2014	81.3% May 2015	S/N 77.5% Apr 2015	81.2% Dec 2014	✓	100% Sep 2015	✗	13
CP2.12b	Pupils attending secondary schools judged good/outstanding by Ofsted	63.4% Aug 2014	52.5% May 2015	S/N 68.7% Apr 2015	75.2% Dec 2014	✗	100% Sep 2015	✗	13
	<b>Improving health and wellbeing</b>								
CP2.13a	Male life expectancy at birth	78.1 (77.1-78.5) 2010-12	78.2 (77.8-78.6) 2011-13	WMR 78.8 2011-13	79.4 2011-13	=	↑	=	14
CP2.13b	Female life expectancy at birth	82.1 (81.8-82.5) 2010-12	82.4 (82.1-82.8) 2011-13	WMR 82.8 2011-13	83.1 2011-13	=	↑	=	14
CP2.14	Smoking quitters from stop smoking services	53.4% 2013/14	49.0% Apr-Dec 2014	WMR 51.0% Apr-Dec 2014	50.0% Apr-Dec 2014	✗	↑	✗	14
CP2.15	Adult social care users with a personal budget (long term support only)	85% 2013/14	82% 2014/15	—	—	✗	90%+ 2014/15	✗	15
CP2.16	Adult social care users with a direct payment	16.3% 2013/14	20.4% 2014/15	CIPFA 17.6% 2013/14	19.1% 2013/14	✓	17.0%+ 2014/15	✓	15
	<b>Protecting the most vulnerable</b>								
CP2.17	Looked after children rate per 10,000 population under 18	87.0 March 2014	86.3 March 2015 provisional	WMR 73 March 2014	60 March 2014	✓	↓	✓	15
CP2.18	Adult safeguarding alerts	1,003 2013/14	1,027 2014/15	—	—	✓	800-1100 2014/15	✓	15
CP2.19	Completed safeguarding referrals where the adult at risk feels safer	90.4% 2013/14	95.8% 2014/15	—	—	✓	90%+	✓	15
CP2.20	Conceptions to girls aged under 18 (rate per 1,000 15-17 year olds)	38.6 2012	39.5 2013	WMM 30.3 2013	24.3 2013	✗	↓	✗	15
CP2.21	Domestic violence/abuse victims known to the police (crime and non crime)	5359 2013/14	5,849 2014/15	—	—	N/A	No target set	N/A	15
CP2.22	Repeat victims of domestic violence reported	8.5% 2013/14 revised	10.5% 2014/15	—	—	✗	↓	✗	15
CP2.23	Households accepted as statutory homeless	551 2013/14	635 2014/15	—	—	✗	↓	✗	16

REVISED INDICATOR

Council Plan Headline Indicators

Number	Title	Previous performance	End of year 2014/15 or latest data	Comparator	England	Progress	Target	Target status	More on page...
<b>Reducing health inequalities</b>									
CP2.24	Achieving a good level of development in the early years by age five	55.0% 2013	60.0% 2014	S/N 57.8% 2014	60.0% 2014	✓	60.0%+ 2014	✓	16
CP2.25	Gap between the lowest achieving 20% in the early years and the rest	36.4% 2013	36.8% 2014	S/N 37.6% 2014	33.9% 2014	✗	<33.9% 2014	✗	16
CP2.26	Breastfeeding rates at 6-8 weeks (Coventry and Rugby CCG)	42.8% 2013/14 revised	43.6% Apr-Dec 2014	Arden 44.9% Apr-Dec 2014	43.7% Apr-Dec 2014	=	↑ 2% per year	✗	16
<b>Delivering our priorities</b>									
<b>Maximising the use of our assets reducing operating costs</b>									
CP3.01	Rationalising property portfolio - revenue savings	£964,000 2013/14	£1,600,000 2014/15	—	—	✓	£1,500,000+	✓	18
CP3.02	Carbon dioxide emissions from local authority operations	18,953 tonnes ↓19% 2013/14 actual	18,504 tonnes ↓2% 2014/15 estimate	—	—	✓	↓	✓	18
CP3.03	Total energy use in Council buildings and schools	124,753,362 kWh ↓12% 2013/14 actual	118,550,104 kWh ↓5% 2014/15 estimate	—	—	✓	↓	✓	18
CP3.04	T transformation programme savings	£12.632m 2013/14	£15.778m 2014/15	—	—	✓	£16.778m+ 2014/15	✗	18
CP3.05	Core employee headcount (fte)	4,798.61 April 2014	4515.03 March 2015	—	—	✓	↓	✓	19
CP3.06	Working days lost due to sickness absence per fte	9.14 days 2013/14	9.40 days 2014/15	—	—	✗	<8.5 days per fte 2014/15	✗	19
CP3.07	Council Tax collection rate	95.6% 2013/14	95.4% 2014/15	—	—	✗	96%+ 2014/15	✗	19
CP3.08	National non-domestic rates (NNDR/business rates) collection rate	97.8% 2013/14	96.9% 2014/15	—	—	✗	98.5%+ 2014/15	✗	19
<b>Active citizens; strong and involved communities</b>									
CP4.01a	Move to online transactions	New indicator for 2014/15	16.16% 2014/15	—	—	✓	20%+ 2014/15	✗	20
CP4.01b	Reduction in face to face contact and telephone contact	New indicator for 2014/15	12% 2014/15	—	—	✓	20%+ 2014/15	✗	20
CP4.02	Common Assessment Framework (CAFs) closed with all actions complete	48.9% 2013/14	60% 2014/15 provisional	—	—	✓	70%+ 2014/15	✗	21
CP4.03	Adult Social Care service users who have control over their daily life	78.5% 2013/14	78.2% 2014/15	CIPFA 77.4% 2013/14	76.8% 2013/14	✗	79%+ 2014/15	✗	21

Abbreviations used: Arden = NHS Arden Cluster, Herefordshire And Worcestershire Area Team; CIPFA = Chartered Institute of Public Finance and Accountancy (similar authorities); GB = Great Britain; S/N = Statistical Neighbours (similar authorities); UK= United Kingdom; WMM = West Midlands Metropolitan Area; WMR = West Midlands Region.



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