

Coventry A Top Ten City

Our vision and priorities for the next ten years

Globally connected...

Revised
July 2015

...locally committed



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Foreword

I am so proud of the city I was born and brought up in, and over the past couple of years it has been really exciting to see Coventry begin to reclaim its place as one of the country's great cities; now we have our sights firmly set on being one of the country's top ten cities.

The Council is at the heart of driving transformation across the city. With a budget of £238m and almost 6,000 employees – as well as thousands more in schools across the city – we're dedicated to making Coventry a city open for business and growth, providing jobs and prosperity for local people.

Recent successes have seen internationally renowned firms Jaguar Land Rover and London Taxi Company sign up to develop major new sites in the city. And a new restaurant quarter is being created in the recently redeveloped Broadgate, attracting famous names such as Wagamama and Las Iguanas – just one of many improvements around the city centre.

We're achieving a lot for Coventry and its people – despite the unprecedented cuts to our budget. By 2017 our funding from government will have halved. Next year's government grant will be £135million, compared to £214million in 2010. That means we are faced with delivering our services with at least £200 per head less to spend on every man, woman and child in Coventry than we had in 2010.

Despite that we remain locally committed to improving the quality of life for all our residents, putting money into people's pockets which they can spend in local shops, restaurants and businesses while we make sure we focus services on the people who need our help the most. As spending cuts bite this will, of course, become more difficult.

With fewer resources, we will need to make the most of what we have and how we work with people, businesses and partners – that's a big challenge but no greater than many we've faced before in our long and proud history.

So despite the challenges ahead, we're looking forward to the next ten years with confidence and the knowledge that there are some tremendous opportunities for us all ahead.

As a city we have had to reinvent ourselves over the centuries, in times of peace, war and massive industrial and technological change. Once again, we are transforming our city, so we can tell the world that Coventry is a Top Ten City again.



Councillor Ann Lucas OBE



Councillor Ann Lucas OBE
Leader
Coventry City Council

Coventry

A Top Ten City

Revised
July 2015

Our vision and priorities for the next ten years

Globally connected...
Promoting the growth of a sustainable Coventry economy

- Supporting business growth
- Jobs for local people
- Creating the infrastructure
- Reducing the impact of poverty
- City centre for the 21st century
- Supply, choice & quality of housing
- Raising the city's profile
- Arts, sports & cultural opportunities

- Attractive, cleaner and greener city
- Safer communities
- Protecting the most vulnerable
- Improving educational outcomes
- Reducing health inequalities
- Improving health and wellbeing

...locally committed
improving the quality of life for Coventry people

Delivering our priorities with fewer resources



- Making the most of our assets
- Active citizens; strong, involved communities

Globally connected

Promoting the growth of a sustainable Coventry economy

We will promote the growth of a sustainable Coventry economy that benefits the city by...

Supporting businesses to grow through:

- ★ attracting inward investment;
- ★ helping businesses expand;
- ★ encouraging them to create jobs;
- ★ improving access to skilled workers; and
- ★ retaining skilled graduates in the area.

Creating the infrastructure for the city to grow and thrive by:

- ★ providing leadership to stimulate the Friargate business district near the railway station; and
- ★ making the city more accessible for businesses, visitors and local people through better road, rail and digital connections.

Developing the city centre for the 21st century by:

- ★ enhancing the quality of public spaces; and
- ★ bringing the city centre to life with a range of employment, leisure, education and retail opportunities.

Raising the profile of Coventry through:

- ★ encouraging businesses to relocate to the city;
- ★ developing economic, business and trade links with other cities; and
- ★ promoting Coventry as a visitor destination and centre for arts & culture; sports & leisure; music & events.

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

Helping local people into jobs through:

- ★ improving employability through access to skills and qualifications;
- ★ creating routes into work, including apprenticeship opportunities.

Reducing the impact of poverty through:

- ★ supporting those experiencing fuel poverty;
- ★ promoting a living wage;
- ★ supporting families experiencing debt to take greater control of their finances; and
- ★ availability of appropriate and relevant advice and information.

Increasing the supply, choice and quality of housing.

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



Locally committed

Improving the quality of life for Coventry people

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 through:

- ★ maintaining the street scene (roads/pavements/cleanliness);
- ★ encouraging people to reduce, reuse and recycle their waste; and
- ★ the upkeep of parks and open spaces.

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

- ★ working with victims, offenders and neighbourhoods.

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

Improve the health and wellbeing of local residents by:

- ★ helping them lead healthier lifestyles; and
- ★ helping people to maintain their independence and supporting them when they need help.

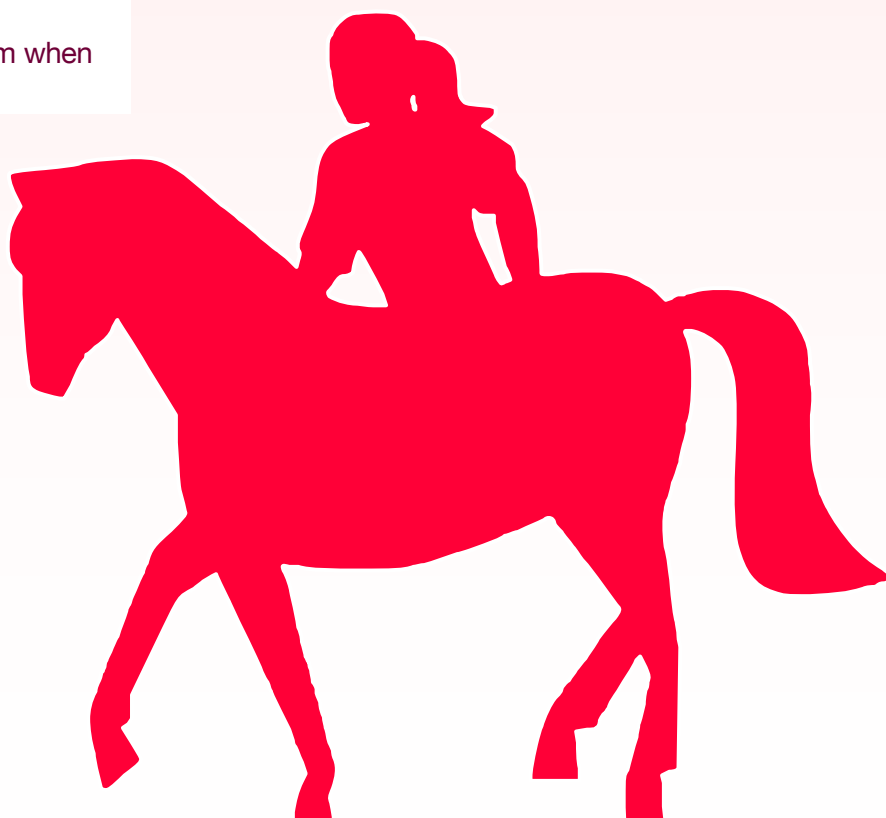
...especially for our most vulnerable residents by:

Protecting and supporting our most vulnerable people through:

- ★ keeping children and adults safe from harm;
- ★ improving services for people experiencing domestic violence; and
- ★ preventing homelessness and helping people who do become homeless.

Reducing health inequalities:

- ★ giving our children the best start in life; and
- ★ working towards becoming an age friendly city.



Delivering our priorities with fewer resources

Making the most of our assets

We will use our increasingly limited resources effectively to...

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

- ★ rationalising our property portfolio;
- ★ reducing operating costs and reducing carbon emissions;
- ★ maximising our income through collecting business rates, council tax and reviewing fees and charges;
- ★ leveraging additional funding through grants and bids;
- ★ using income generated through our commercial property portfolio; and
- ★ reducing staffing costs.

Support the regeneration of Coventry's economy by:

- ★ utilising the Coventry Investment Fund;
- ★ adding social value; and
- ★ encouraging local contracts.

Change how we work to become more flexible and adaptable, by:

- ★ putting local people and their needs at the heart of the customer journey;
- ★ developing our workforce and new ways of working through culture change;
- ★ sharing services; and
- ★ working with our neighbours and the sub-region.

Active citizens; strong, involved communities

We will have new conversations with residents, communities and partners, enabling them to do more for themselves by...

encouraging residents to become active citizens by:

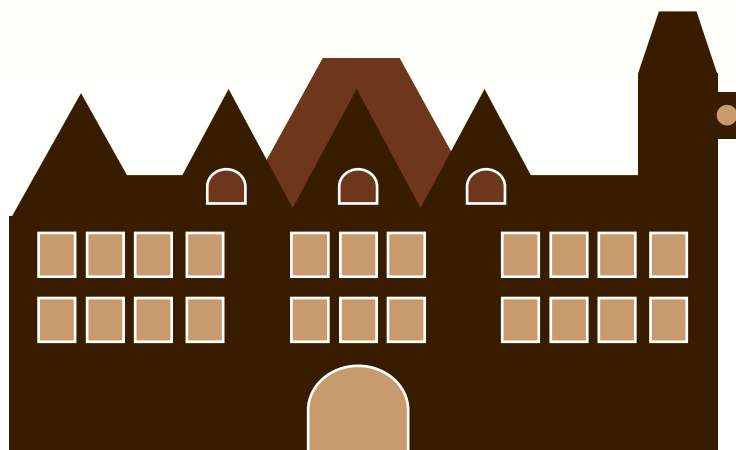
- ★ enabling them to self-serve by maximising the use of new technology;
- ★ early intervention for families who need it; and
- ★ enabling people to exercise choice and control in their daily lives.

engaging with communities to involve them in:

- ★ uncovering and using their own assets to achieve their ambitions;
- ★ shaping and improving local services; and
- ★ designing and implementing solutions that meet local need.

working with neighbours and partners across the voluntary, public and private sectors by:

- ★ pooling and sharing resources;
- ★ working together to solve local problems; and
- ★ encouraging the development of social enterprises, mutuals, and other operating models.



Delivering our priorities and measuring progress

The city's direction of travel will be indicated by the Coventry Composite Liveability Measure.

Globally connected

The strategies that will help us to deliver these priorities include: CWLEP Skills Strategy, CWLEP Strategic Economic Plan, Housing and Homelessness Strategy, Local Plan, Jobs and Growth Strategy, Sports Strategy, Tourism Strategy.

Progress will be measured by short and longer-term measures:

- ★ number of enterprises, business rates base and gross value added;
- ★ city centre footfall and visitor trips;
- ★ employment rate, JSA claimants, NEETs, skills and qualifications;
- ★ disposable income and average pay; and
- ★ Council Tax base and properties in higher Council Tax bands.

Locally committed

The strategies that will help us to deliver these priorities include: Children's Services Improvement Plan; Education Improvement Strategy; Equality Strategy; Greenspace Strategy; Joint Health and Wellbeing Strategy; Municipal Waste Strategy; Adult Social Care Commissioning and Personalisation Plan; Street Scene Strategy.

Progress will be measured by short and longer-term measures:

- ★ condition of street scene, roads and pavements;
- ★ recycling rates, fly-tipping and park management;
- ★ crime rate, nuisance behaviour and perceptions of safety;
- ★ educational attainment, progress and inspection results;
- ★ life expectancy, smoking quitters, conceptions to under 18s;
- ★ adult social care users with personal budgets and direct payments;
- ★ looked after children rates, adult safeguarding alerts and referrals;
- ★ domestic violence and abuse and statutory homelessness; and
- ★ early years development, breastfeeding rates.

Delivering our priorities with fewer resources

The strategies that will help us to deliver these priorities include: Budget (including Investment Strategy); Climate Change Strategy; Kickstart Programme; Medium Term Financial Strategy; Active Citizens; Strong, Involved Communities Strategy.

Progress will be measured by short and longer-term measures:

- ★ savings from property rationalisation and transformation programme;
- ★ carbon dioxide emissions and energy use;
- ★ core employee headcount, sickness absence;
- ★ Council Tax and NNDR collection rates;
- ★ move to online transactions;
- ★ reduction in face-to-face and telephone contact;
- ★ Common Assessment Framework assessments closed with all actions complete; and
- ★ Adult Social Care service users with control over their daily lives.

An up-to-date list of our key strategies is available at www.coventry.gov.uk/councilplan/.