



To Scrutiny Co-ordination Committee

Date 24th February 2016

Subject

Top Ten City Measures

1 Purpose of the note

- 1.1 To inform Scrutiny Co-ordination Committee of the methods in which a Top Ten City can be measured.

2 Recommendations

- 2.1 Scrutiny Co-ordination Committee is recommended to:

1. Consider Top Ten City measures as part of the Council Plan performance management agenda and consider linkage to existing half-yearly council plan performance reports.
2. Participate in an annual all members' presentation to discuss the Top Ten City priorities, alongside the Council Plan performance report.
3. Agree for the Insight team to continue to develop composite measure.

3 Information/background

- 3.1 There is not a single standardised ranking of cities or local authorities, as each of these has a different focus.
- 3.2 As there is no standardised measure, there is scope for the Council to develop what it means to be a Top Ten City.
- 3.3 The Council Plan, the Council's top level strategy setting out its priorities over the next ten years, is a manifestation of what the Council means by being a Top Ten City – that is, a globally connected city that promotes a sustainable Coventry economy, whilst also being a locally committed city working together to improve the quality of life for Coventry people.
- 3.4 The Council's aspiration for Coventry to become a Top Ten City is a recognition that as England's 10th largest city by population¹, it needs to have aspirations to match its stature.
- 3.5 There are ways to measure this through tangibles such as gross value added of the city's economy or rankings of the city centre's retail spend (both of which are below average for a city of Coventry's size); as well as perceptions of the city as a good place to live, or its reputation and representation on the national and international stage.

¹ According to the Population Estimates for UK, England and Wales, Scotland and Northern Ireland, Mid-2014 published by the Office for National Statistics on 25 June 2015, Coventry is the 10th largest city in England and the 13th-largest city in the UK overall with a 2014 population of 337,428. This is after London (1st), Birmingham (2nd: 1,101,360), Leeds (3rd: 766,399), Glasgow (Scotland) (4th: 599,650), Sheffield (5th 563,749), Bradford (6th: 528,155), Manchester (7th: 520,215), Edinburgh (Scotland) (8th: 492,680), Liverpool (9th: 473,073), Bristol (10th, 442,474), Cardiff (Wales) (11th: 354,294), Leicester (12th: 337,653), Coventry (13th: 337,428).

External measures

- 3.6 While there is no single standardised ranking or measures of cities, there are, however, many indices developed by external organisations that allow places to be compared and contrasted. These indices are a composite of various indicators, chosen to reflect the purpose of the index. The table below sets out the names of a number of indices, the organisation that created it, the scope of comparison (country level, city level) and when it was last updated.

Index	Organisation	Scope	Last updated
Human Development Index	United Nations Development Programme (UNDP)	Countries	2015
Global Liveability Index	Economist Intelligence Unit (EIU)	Selected global cities	2015
Better Life Index	Organisation for Economic Co-operation and Development (OECD)	OECD members countries	2015
Humankind Index	Oxfam Scotland	Scotland	2014
Global Cities Indicators	Global Cities Institute, University of Toronto	Global cities, self-selected	continuous
Good Growth for Cities Index	Demos-PwC	Selected UK cities	2015
Personal Wellbeing in the UK (“Happiness Index”)	Office for National Statistics	All UK cities	2015
Cities Outlook	Centre for Cities	Selected UK city-regions	2016

The Composite Liveability Measure

- 3.7 It is possible to utilise methods similar to indexes that are listed from other agencies, to develop a composite liveability measure (CLM), based on council priorities. The CLM provides a way to systematically evaluate the relative merits of different places. For instance, it can be used to compare and contrast the prosperity, liveability and sustainability of places. This means it can be potentially used to measure Coventry’s progress towards becoming a Top Ten City. As part of the on-going development of this approach, the work has been shared with partners through the Local Area Research + Intelligence Association and we are working with University of Warwick to refine and validate the methodology.
- 3.8 The CLM can help provide a wider context for the Council Plan by indicating the city’s overall direction of travel and provides a framework for comparing and contrasting places to identify what makes cities different from one another. It is referenced in the Council’s performance management framework, set out in Appendix 1. A poster of the Composite CLM and the Good Growth CLM is set out in Appendix 2 and 3 respectively.

Si Chun Lam, Insight team
024 7863 3910 · SiChun.Lam@coventry.gov.uk

Performance Management Framework

Coventry City Council · September 2015

Introduction

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

The Council's approach

Performance management is everyone's responsibility. It is also part of our day-to-day operation. Our approach recognises the diversity of the our business, and is mindful that services already respond to a wide range of other performance management arrangements, for instance, statutory requirements from government or through partnership working arrangements. As a result, our framework seeks to build on the systems and processes already in place.



🕒 Performance Management Cycle

Council Plan

The Council Plan sets out our vision and priorities for the city. The current plan, [Coventry: A Top Ten City](#) was approved by Council in January 2014 and refreshed in July 2015. Our priorities are delivered through key strategies.

Strategies

Strategies are used to implement policy and deliver plans for change. Performance standards, measures, targets and reporting timescales should be aligned between the Council Plan and [key strategies](#).

Service/team plans

Directorates are responsible for ensuring that there are plans in place to translate high level objectives into operational activities. These plans may be at directorate, service or a team level as appropriate and determined by service need. Individual managers will identify the content and frequency of performance monitoring and review.

Employee appraisals (performance management review)

Our priorities are translated into individual objectives, which are, in turn, supported by the [behaviours framework](#). All employees should receive an annual appraisal (performance management review). This provides a structured opportunity to discuss objectives and outline key targets for the individual for the year ahead. Ideally this is also supplemented by more informal discussion and review throughout the year.

Performance measures

We use a mixed set of measures to monitor progress towards the priorities in the Council Plan, including:

outcomes that our strategies can influence but not directly control (e.g. long-term ones like life expectancy or short-term ones like unemployment);

outputs showing how much a service has delivered of something (e.g. jobseekers supported);

inputs demonstrating efficiency in our resource usage (e.g. savings delivered); and

perceptions showing what residents think of our services (e.g. % of survey respondents satisfied).

Performance measures and targets are set and reviewed by services with the relevant cabinet member, in line with the relevant strategy. They should take into account our priorities, resources, and comparators.

Reporting arrangements

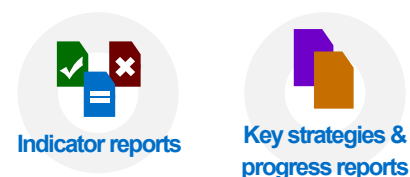
The reporting arrangements consist of:

- a **Council Plan performance report** providing a high-level summary to every six months;
- web-based **indicator reports** setting out historical trends, comparators, interactive maps and data visualisations; and
- online links to the Council's **key strategies** and progress reports.



Progress towards the Council's priorities is monitored using:

- a consistent set of **headline indicators** agreed with managers; and
- a wider **basket of indicators** that can be drawn on to help explain the trends and story behind the headlines.



Reporting arrangements

Where possible, indicators are selected from the Council's key strategies or from other directorate measures. In addition, a **Composite Liveability Measure**, which compares and contrasts a place's prosperity, liveability and sustainability, is used to provide the wider context for the Council Plan by indicating the city's overall direction of travel.

Key documents

Our performance management framework is made up of the Council Plan, strategies, service/team plans and individual objectives and targets:

	<i>Strategic Council Plan</i>	<i>Key strategies</i>	<i>Operational Service/ Team plans</i>	<i>Individual Employee appraisals</i>
Purpose	Sets out the Council's overall strategic direction	Sets out the strategic direction to deliver a key priority	Sets out tasks to deliver strategy and services	Sets out individual objectives and actions
Contents	Vision, priorities and measures	Outcomes, outputs, resources, measures, targets, timescales and an action plan	Planned activities, achievements, timescales, resources, responsibilities	Performance against objectives and competencies
Responsibility	Council – with support from partner organisations	Cabinet Member – with management lead (contributions might be cross-directorate)	Determined by management lead at a directorate, service or team level	Individual employee and line manager
Performance measures	Headline indicators and a wider basket of indicators	Indicators to monitor outcomes and outputs	Measures to assess progress towards outcomes and outputs	Tasks and actions for the individual
Reporting and reviewing arrangements	Reported to Cabinet every six months	Reviewed annually and as appropriate reported to Cabinet Member. Indicators and targets to be revised and approved if necessary.	As determined by management lead	Annual appraisal with six monthly interim reviews
Timescales	10 year plan – reviewed annually and refreshed as required	As appropriate – and refreshed (or decommissioned) before expiry	Typically up to one year (and refreshed as appropriate)	Refreshed annually

Find out more

On the Council's website	Council Plan: http://www.coventry.gov.uk/councilplan/ Council performance: http://www.coventry.gov.uk/performance/ Key strategies: http://www.coventry.gov.uk/policy/
--------------------------	--

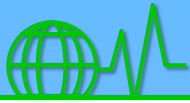
Version control

Document owner: Insight Team Insight@coventry.gov.uk
Last updated on 11 September 2015 to be reviewed in September 2016

Comprehensive Composite Liveability Measure

compares and contrasts the prosperity, liveability and sustainability of places

CCLM



1. What is the measure used for?

The CCLM is designed to objectively evaluate the prosperity, liveability and sustainability of a particular place. It provides a wider context for the Council Plan by indicating the city's overall direction of travel and provides a framework for comparing and contrasting places to identify what makes them different from one another.



2. A time series

The CCLM has been maintained since 2013, so it is possible to compare and contrast results over time.

Version 1: May 2013

Version 2: November 2013

Version 3: November 2014

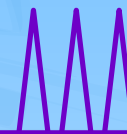
As always, we use indicators that are available at the local authority level; up-to-date; and clearly directional.

3. Coventry's score

The results show a slight decline in Coventry's CCLM score. This is what it looks like comparing the Coventry local authority area with all the other top level local authority areas in England...

	May 2013	Nov 2013	Nov 2014
Relative score...	22 ^{/50}	23 ^{/50}	19 ^{/50}
	<i>higher score is better</i>		<i>-3 from May 2013</i>
Overall rank...	108 ^{/152}	106 ^{/152}	133 ^{/152}
	<i>lower rank is better</i>		<i>-25 from May 2013</i>

Between May 2013 and November 2014, Walsall and Waltham Forest saw the biggest improvement in score (+7) and Bexley saw the biggest decline (-9).



4. What has changed? (May 2013 – Nov 2014)

Domain	Δ	Comment
Housing	-1	Fewer affordable housing, more vacant houses.
Economy	0	
Security	0	
Education	-1	NEETs, GCSE and KS2 results down.
Health	-1	Wider inequality in life expectancy, less GPs per population.
Green	0	
Equality	0	
Wellbeing	+2	Improved across the board: people feel happier.
Services	-2	All IMPROVED but others must have improved more.
Civic eng.	0	

5. Comparing with other areas...

The CCLM allows us to compare and contrast any group of local areas. However, it suggests a small decline in relative score and ranking across all areas:

	May 2013	Nov 2013	Nov 2014	rank
Coventry compared to...				
All 152 upper tier	22 ^{/50}	23 ^{/50}	19 ^{/50}	133 th
All 326 lower tier	17 ^{/50}	18 ^{/50}	16 ^{/50}	304 th
149 selected lower	21 ^{/50}	23 ^{/50}	19 ^{/50}	133 th
87 lower city deal areas	23 ^{/50}	25 ^{/50}	21 ^{/50}	75 th
56 Cities Outlook cities		30 ^{/50}	23 ^{/50}	36 th
26 mid-sized cities		30 ^{/50}	25 ^{/50}	18 th
Coventry and Warwickshire compared to...				
28 city deal city regions	37 ^{/50}	38 ^{/50}	34 ^{/50}	10 th
33 pwc Good Growth city-areas*		32 ^{/50}	25 ^{/50}	24 th

* 33 English travel-to-work areas out of the 39 UK areas in the pwc Good Growth report

6. Why pick CCLM?

There are many other composite measures of liveability out there, for example, the Centre for Cities produces a report comparing some 64 of the UK's largest cities and towns (including 56 in England); while pwc/demos has produced a Good Growth index for 39 UK cities (including 33 in England).

	CCLM	Centre for Cities: Cities Outlook	pwc/demos Good Growth	Benefits of CCLM
Purpose	To objectively evaluate the prosperity, liveability and sustainability of a particular place.	The authoritative economic index of the 64 largest cities and towns in the UK.	Measures performance against a basket of ten categories, based on the views of the public and business, as key to economic success and wellbeing.	CCLM looks beyond economic growth.
Scope	England – all 152 unitary and upper-tier local authorities or all 326 lower-tier local authorities in England or any combinations thereof.	64 largest "Primary Urban Areas" in the United Kingdom – including 56 in England.	39 selected cities (as defined by "Travel To Work Areas") in the United Kingdom; and Local Enterprise Partnership (LEP) areas for England.	CCLM can compare every single local area, or groups of local areas, in England.
Boundaries	All indicators resolved to local authority level. Indicators for combinations of local authority areas estimated using population-weighted averages.	Indicators resolved to "Primary Urban Areas" level. Indicators for Primary Urban Areas are all built up from individual local authority level data.	Most indicators resolved to local authority level except some at Travel To Work Areas (TTWA) or NUTS 3 level.	CCLM data is resolved to the lowest possible level to enable accurate comparisons between local areas.
Indicators	30 indicators across ten domains (five thematic domains: housing, economy, security, education, health; five cross-cutting domains: green, equality, wellbeing, services, civic engagement).	50 indicators covering population (4), business (6), patents (1), skills (2), employment rate (3), private sector employment (4), ratio private to public employment (3), JSA (6), weekly earnings (4), CO ₂ emissions (6), house prices and stock (8), wellbeing (3).	10 variables across 10 categories (jobs, health, income, skills, work-life balance, housing, sectoral balance, income distribution, transport, environment). Indicators focussed on economy and growth.	CCLM is less skewed to economic measures, but instead assigns equal importance to each of the ten domains.
Weighting and timescales	All equally weighted (i.e. 1/30 per indicator; 10% per domain). Latest available data used (mostly 2012-2014).	No weighting or analysis applied – raw data and rankings used.	10 indicators, weighted from 6% to 16%. In 2014 version, data grouped into three year periods, "2005-07", "2008-10", "2011-13" to give more robust results / smooth out 'noise'.	CCLM is most up-to-date and enables end users to decide which is the most important domain to them.

Good Growth CLM
replicating the
pwc/demos report
using CCLM III
methodology

Good Growth Composite Liveability Measure

The pwc/demos Good Growth Report

The pwc/demos Good Growth 2014 Report puts Coventry in 9th place out of 39 UK "travel to work areas" in the 'recovery' period, 2011-2013.

3. Unweighted results: Coventry comes out on top for good growth!

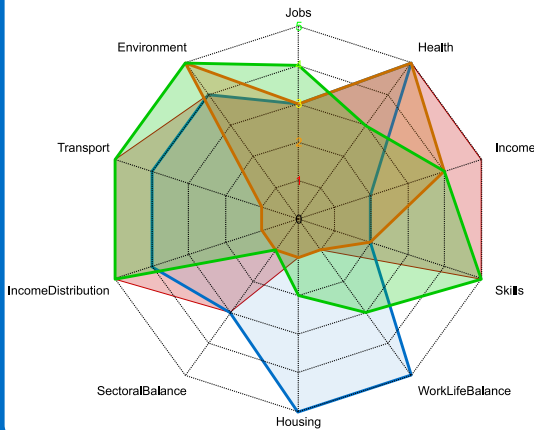
On the **unweighted Good Growth CCLM** Coventry scores 37/50. This places Coventry in joint first place with Bristol and Oxford for good growth. On the other end is Southend and Brentwood which scored 24/50.

Coventry scores particularly well on **health, work life balance and housing**:

Jobs	3/5	average unemployment rate
Health	5/5	low long-term sickness rate
Income	2/5	less disposable income
Skills	2/5	less skilled population
Work-Life Balance	5/5	few people working long hours
Housing	5/5	cheap housing relative to incomes
Sectoral Balance	3/5	average balance of sectors
Income Distribution	4/5	good balance of earnings
Transport	4/5	short commute
Environment	4/5	less carbon-intensive

The following radar chart sets out how Coventry, Bristol, Oxford and Southend and Brentwood compare.

Coventry_37 Bristol_37 Oxford_37 Southend_and_Brentwood_24



2. Replicating the Good Growth report using CCLM III methodology

To replicate the Good Growth report, we have used the same 11 indicators across 10 categories that pwc/demos used, and 31 out of the 39 places were compared. Scottish, Welsh and Northern Irish cities and London were excluded as data was incomplete. However, while pwc/demos have smoothed out their data into three-year averages pre-crisis 2005-07, recession 2008-10, recovery 2011-13, we have chosen to follow the CCLM methodology of using the latest-available data, ensuring directionality of indicators and using z-scores (combined if required). As with CCLM methodology, where required (e.g. Reading & Bracknell), indicators have been combined using the population-weighted averages methodology.

- Jobs** 16% – unemployment rate (–) Jul 2013-Jun 2014
- Health** 13% – % of economically inactive long term sick (–) Jul 2013-Jun 2014
- Income** 12% – gross disposable household income GDHI per head (+) 2012 (published June 2014)
- Skills** 12% – working aged population with NVQ Level 3+ (+) Jan 2013-Dec 2013
- Work-life balance** 9% – % in employment working more than 45 hrs per week (–) Jan 2013-Dec 2013
- Housing** 9% – Housing price to earnings ratio (–) 2013 (published April 2014) and Owner occupation rate (+) 2011 (census data)
- Sectoral balance** 8% – % of GVA from production (+) 2012 (published July 2014; as services account for the majority of GDP, higher production = good)
- Income distribution** 8% – ratio of median to mean income (–) 2014 provisional
- Transport** 7% – average commuting time to work (–) 2011 (census data)
- Environment** 6% – carbon emissions gCO₂/£earnings (–) 2012 (annual local carbon emissions 2012 expressed as a rate of median annual income 2014)

While the CCLM has 10 equally-weighted domains, the Good Growth report has weighted their 10 categories differently. To replicate the weightings, we have multiplied the resulting z-scores to match the pwc/demos methodology (i.e. jobs is multiplied by 16, health by 13, etc.)

4. Weighted Good Growth CLM (2014)

By using the same weightings as the pwc/demos report, and then comparing the distance from the mean, we arrive at the following chart, best compared with Figure 2 (recovery period, 2011-13) from the pwc/demos Good Growth 2014 report. Coventry is in 3rd place out of 31 in the Good Growth CLM, better than the 9th place (6th place in England) in the pwc/demos report.

