



Coventry City Council

**Public report**  
Cabinet

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Scrutiny Co-ordination Committee  
Cabinet

21 July 2021  
31 August 2021

**Name of Cabinet Member:**  
Cabinet Member for Policy and Leadership – Councillor G Duggins

**Director approving submission of the report:**  
Chief Executive

**Ward(s) affected:**  
All

**Title:**  
**One Coventry Plan Annual Performance Report 2020-21**

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**Is this a key decision?**  
No

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**Executive summary:**

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

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

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

**Recommendations:**

Scrutiny Co-ordination Committee is asked to:

1. Consider the Council's performance as set out in the performance report.
2. Identify any issues they may wish to raise with Cabinet.

3. Identify areas that Scrutiny Co-ordination Committee or other Scrutiny Boards may wish to address as part of this year's scrutiny work programme.
4. Note the intention to refresh the current One Coventry Plan (2016-24) to reflect emerging priorities and make any comments as part of the engagement and consultation process on the draft Plan as this is developed.

Cabinet is asked to:

1. Consider any recommendations from Scrutiny Co-ordination Committee.
2. Approve the performance report.
3. Consider the Council's performance this year and identify areas that they wish to address in further detail.
4. Note the intention to refresh the current One Coventry Plan (2016-24) to reflect emerging priorities.

**List of appendices included:**

Appendix I – One Coventry Plan Annual Performance Report 2020-21

Appendix II – One Coventry Performance Management Framework 2021-22

**Background papers:**

None

**Other useful documents:**

One Coventry Plan [www.coventry.gov.uk/councilplan/](http://www.coventry.gov.uk/councilplan/)

Council's performance and open data [www.coventry.gov.uk/performance/](http://www.coventry.gov.uk/performance/)

Performance management framework <https://smarturl.it/PMF>

Equality objectives [www.coventry.gov.uk/equality/](http://www.coventry.gov.uk/equality/)

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

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

Yes – Scrutiny Co-ordination Committee 21 July 2021

**Has it been or will it be considered by any other Council Committee, Advisory Panel, or other body?**

No

**Will this report go to Council?**

No

**Report title:**  
**One Coventry Plan Annual Performance Report 2020-21**

**1. Context (or background)**

- 1.1 One Coventry includes the Council's vision and priorities, new ways of working, and core areas of activity to deliver the One Coventry Plan objectives, key strategies, and approaches. The current plan, last refreshed in 2016, covers the period from 2016 to 2024. It builds on the Council's long-standing principles (being globally connected, locally committed, and working together to deliver priorities with fewer resources) and sets out new ways of working to help the Council face the current challenges of increasing demand and reduction in funding.
- 1.2 The annual performance report sets out the progress made towards the One Coventry Plan. For each objective, this report sets out the trends, actions taken, and performance metrics, to provide an assessment of the progress made against previous years and other places.
- 1.3 The Council uses agreed indicators to show progress made towards its priorities. This is supported by a wider basket of measures such as equality and perception measures that help explain the trends and story behind the headlines. Indicators are selected from key strategies and aligned to directorate priorities and equality and health inequalities objectives.
- 1.4 Further information including infographics, open data, maps, and a publication schedule are available at [www.coventry.gov.uk/infoandstats/](http://www.coventry.gov.uk/infoandstats/).
- 1.5 The Council's priorities are delivered through strategies aligned to the One Coventry Plan; as set out in the performance management framework. As part of the performance management process, leadership teams within each directorate and the Corporate Leadership Team have been involved in ensuring that the organisation's key strategies are aligned to the One Coventry Plan.

**2. Options considered and recommended proposal**

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

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

- 2.4 A large number of indicators are not available this year compared to before. This is because there is limited data on school performance as a result of exam cancellations last summer, and limited data on some survey-based adult social care measures.
- 2.5 Many of the Council's key priorities have an equality dimension or address an inequality caused by economic or social circumstances. Consequently, this report also sets out how the Council addresses these equality and health inequalities.

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

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

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

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

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

#### **5.1 Financial implications**

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

#### **5.2 Legal implications**

The single data list sets out a list of all the datasets that local government must submit to central government. In addition, the Government's local government transparency code sets out the minimum data that local authorities should be publishing; the frequency it should be published; and how it should be published. There is no requirement placed on local authorities to publish a report on its performance or any requirement on the Council to publish performance on any indicators or metrics.

Coventry City Council does so as it is committed to providing information that helps the Council work together with neighbours and partners, fulfilling its One Coventry Plan vision, priorities, values, and ways of working; and sees it as good practice to do so.

## **6. Other implications**

### **6.1 How will this contribute to achievement of the Council's key priorities?**

The performance report sets out the progress made towards the One Coventry Plan, that is, the Council's vision and priorities. The performance management framework sets out how the Council plans and organises the resources at its disposal to achieve the vision and priorities, as set out in the Council Plan.

### **6.2 How is risk being managed?**

The performance report helps the Council manage risk by measuring and reviewing progress in relation to the priorities of the One Coventry Plan. It identifies areas where we are making good progress, areas where progress is not as expected, and areas where the Council needs to take corrective action.

### **6.3 What is the impact on the organisation?**

The One Coventry Plan impacts on the whole organisation. Effective performance management arrangements at all levels will help to ensure that the Council's priorities are delivered.

### **6.4 Equalities / EIA**

The Council's performance management framework and reporting arrangements must have due regard to the public sector equality duty under section 149 of the Equality Act 2010. This includes the need to eliminate unlawful discrimination, harassment, and victimisation; to meet the needs of people regardless of their background; and to encourage all people to participate in public life, or in other activities where their participation is low.

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

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

The Council has confirmed its commitment to addressing the issue of climate change. This report includes environmental progress measures including air quality, energy use, and carbon dioxide emissions from local authority operations.

### **6.6 Implications for partner organisations**

Whilst this report reflects progress against the Council's priorities, it also includes actions and measures where the contribution of partners is essential to their delivery.

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

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