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Foreword

Coventry City Council's One Coventry Plan sets out our city-wide vision and priorities until 2030 alongside our commitment to the people of Coventry, to prioritise the things that they have told us are most important to them.

The plan is more focused on the needs and aspirations of our communities than ever before. It builds upon the progress that has been made since the previous five-year plan. It identifies the challenges we face and includes anticipated and emerging opportunities.

The plan recognises that the role of the Council is changing. It sets out what we can and cannot do and highlights the outcomes that can only be delivered if we all play our part and work together to ensure that Coventry continues to be a thriving city.

In refreshing the One Coventry Plan, we have sought to build upon our strengths, and respond to the key challenges and opportunities with a focus on:

- The economy, including the continuing impact of the pandemic and the cost-of-living crisis
- Continuing health and broader inequalities within our population
- The impact and consequences of climate change

The One Coventry Plan is underpinned by a range of supporting documents that drive activity in specific functions e.g., social care, education and planning.

This is the first One Coventry Annual Performance Report since the One Coventry Plan 2022-23 was published. It presents a wide evidence base against which performance can be measured. It includes both quantitative (metrics) and qualitative data, which together describes our journey over the past year and the impact the council and its partners have had, at both a corporate and service level.

The One Coventry Plan provides a framework to monitor outcomes for residents, including some that are not within the direct control of the Council. However, it should be noted that high level data collected on an annual basis e.g. examination results as a measure of educational success, may not accurately reflect the current position. In order to ensure that future reports reflect a more dynamic approach to performance management against the One Coventry Plan, it is agreed that systematic monitoring of activity will provide ongoing assurance and scrutiny of the direction of travel. It will also ensure that the council and partners can take the opportunity to respond to any identified issue in a timely way.

Executive Summary

In June 2023, Coventry City Council welcomed our new Chief Executive, Dr Julie Nugent. Julie joined the Council at the point we were facing unprecedented financial challenges due largely to rising demand and inflationary pressures. In response the Council has had to reconsider how services can be integrated and delivered more efficiently and effectively, whilst maintaining a sharp focus on the needs of our communities. We believe that the One Coventry Plan is the way to do this.

The year has also brought challenges with the continuing war in Ukraine and unrest and warfare in Sudan, Israel, and Gaza. Coventry is a city of peace and reconciliation. We pride ourselves on the work we do to help new arrivals integrate into our communities. Between April 2022 and March 2023, we supported more than 100 refugees and asylum seekers to resettle into our community.

Coventry continues to be a leader in embracing the digital world in which we live and is ranked in the top two local authorities in the country for internet connectivity coverage, supporting economic prosperity and growth. Highlights in our drive to make digital technology accessible to the wider community, include partnership working with the Life Path Trust on the provision of tablet devices for people with communication difficulties and Dementia and Digital workshops delivered through the Coventry Partnership Dementia Hub.

We are committed to tackling the causes and consequences of climate change. We were therefore delighted to appoint E.ON as our strategic energy partner for the next 15 years. This collaboration will focus on clean energy generation, sustainable transport and decarbonisation of buildings and homes, aligning to the One Coventry Plan.

We are proud to be a Marmot city, harnessing the work of the Council and partners to address inequalities and the wider determinants of health. It is important that we now ensure that the benefit of this work has an equal impact on all of Coventry's residents.

More than 4,000 eligible children and family members benefitted from the Holiday Activities and Food (HAF) programme. This project aims to address some of the inequalities experienced by children during the school holidays. It not only delivered over 150 positive activities, but also guaranteed that children benefitted from a meal.

In September 2022 we gave 20 Health and Wellbeing Awards to celebrate Coventry's unsung community heroes and the important work they do across our community.

We now look forward to delivering further integration of services for the benefit of our communities during the course of the next year.

In summary, this report demonstrates our progress in delivering the One Coventry Plan during our first year. We have achieved much, but there is still much to do if we are to realise our shared ambition for our city.

Overview

What is One Coventry?

One Coventry is a values-based approach that describes how we work together with our communities and partners to improve the city and the lives of all who live, work and study here.

It is a way of working that enables us to focus on the things that people value most, helping us to make the biggest possible impact on the lives of local people.

Our One Coventry approach focuses on enabling people to live their best lives in a vibrant and prosperous city. This can only be achieved by listening to and collaborating with, those who live, work, visit, and do business in our city, by having different conversations and building on the great things that are already happening.

What is the One Coventry Plan?

Coventry City Council's new corporate plan: The One Coventry Plan 2022-2030 was informed by Coventry residents and outlines our vision and priorities for the next eight years. The plan describes the way that we bring people and organisations from across the city together, to work as one; in order to make the biggest positive difference to the lives of those who live work and study here.

The One Coventry Plan sets out the strategic vision for the City of Coventry to 2030 and our approach to increasing the economic prosperity of both the city and region by improving outcomes and tackling inequalities within our communities; and tackling the causes and consequences of climate change.

The achievement of the vision and priorities in the plan will help Coventry benefit from opportunities presented by levelling up; address the challenges faced as we recover from the COVID-19 pandemic; and deal with the issues most important to our communities, such as the cost-of-living crisis.

These are things that the Council cannot do alone. We must continue to work in a way that ensures we maintain continued financial sustainability of the Council, as well as strengthening the Council's role as a partner, enabler, leader and as an anchor organisation in Coventry.

Our refreshed plan is more focused on the needs and aspirations of our communities than ever before. We have listened to and reflected on what people have been telling us and considered the key issues facing the City.

In summary, our three delivery priorities are:

1. Increasing the economic prosperity of the city and region.
2. Improving outcomes and tackling inequalities within our communities.
3. Tackling the causes and consequences of climate change.

The two enabling priorities are:

1. Continued financial sustainability of the Council.
2. The Council's role as a partner, enabler and leader.

How we measure our progress






This annual report sets out our performance against each of our three key priorities for the period April 2022 to March 2023. It identifies trends, provides performance metrics with supportive qualitative information to enable an assessment of the progress made.

It also includes a contextual insight into our overall performance in comparison with regional and national benchmarks.

Metrics

The Council uses agreed metrics to show progress against its priorities. This is supported by a wider basket of metrics including equality and perception metrics that help explain the trends and story behind the headlines. Metrics are selected from key strategies and aligned to directorate priorities and equality and health inequalities objectives. Further information including infographics, open data, maps, and the Coventry citywide intelligence hub are available at www.coventry.gov.uk/infoandstats.

Abbreviations & symbols used

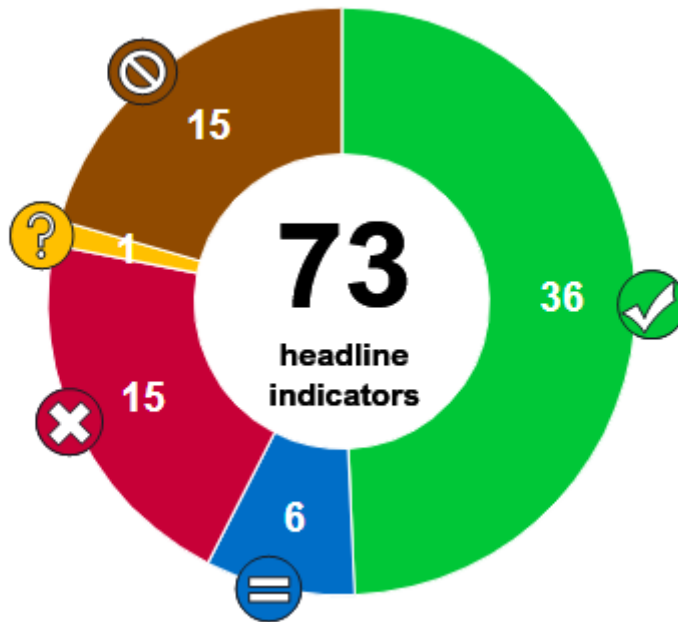
Symbol	Progress	Target status
	Improved (or target already achieved)	On-target
	Declined	Off-target
	Similar, unchanged, or statistically insignificant	–
	Cannot say; no clear direction of travel	–
	Not available or no updated data	No target set

WMCA West Midlands Combined Authority

CIPFA Chartered Institute of Public Finance & Accountancy nearest neighbours

The One Coventry Plan 2022-2030

The One Coventry Plan 2022-2030 is measured against **73** metrics. Of the **61** metrics available, **36** had improved; **6** stayed the same; **15** declined. In summary **74%** (42/57) of the directional metrics (excluding cannot say or not available) improved or stayed the same.



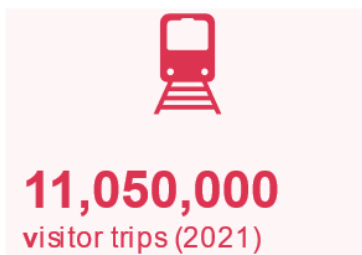
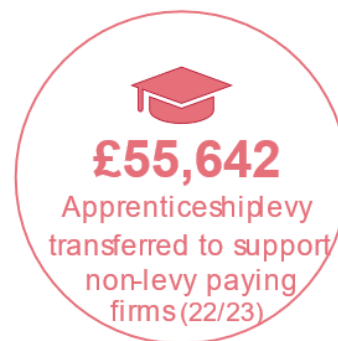


Increasing the economic prosperity of the city and region



One Coventry Plan

Increasing the economic prosperity of the city and region



91.6% of school leavers aged 16+
continuing to a "sustained education, apprenticeship or employment destination" (20/21)

10,295 active enterprises
374 enterprises per 10,000 residents (2022)

56 new jobs created
with the support of the Job Shop

72.1%
Resident
employment
rate (Jan-Dec 22)

4.9%
Unemployment
(model-based)
(Jan-Dec 22)

3.9%
16-17-year-olds not in
education, employment, or
training (NEET) including
not knowns (2022)

A challenging global economic context

Whilst the West Midlands regional economy has continued its recovery from the pandemic over the past year, recovery did slow down in the second half of the period. A number of factors on a national level have constrained growth in the West Midlands. Rising inflation, which peaked at 11.1% in October 2022 resulted in increased cost pressures for businesses. This has been fuelled by rocketing energy and food prices as a result of Russia's invasion of Ukraine. In response to this the Bank of England has steadily raised the base level of interest, from 0.75% in April 2022, to 5.25% in October 2023. This has dramatically increased the cost of borrowing for businesses which has in turn dampened the appetite for investment.

The regional Purchasing Managers' Index (PMI) showed that business activity dipped into negative territory in the middle of the year but has since recovered to a score above 50, thereby presenting a trajectory of steady growth, which has helped to safeguard jobs and maintain appetite for recruiting staff. The Future Index scores have remained strong, suggesting that many businesses are optimistic about future performance and future economic prospects.

Businesses have faced many challenges this year, including a shortfall in the labour market. Persistent labour shortages have driven up wages and high levels of economic inactivity have exacerbated the situation further. This has meant that businesses have experienced skills shortages in vital areas, which has constrained growth. The war in Ukraine, global labour shortages and the reopening of economies after Covid restrictions, has created significant challenges within the supply chain. The movement of goods has been disrupted, causing delays in manufacturing and rising prices for shipping and freight.

International trade has been restricted by the continuing challenges brought about by Brexit, with many small businesses ceasing trade with the EU because of the increased administrative burden and associated costs. International competition from countries including the USA and the EU, supported by government subsidies and America's Inflation Reduction Act, has made the UK a less attractive location for investment particularly in electric vehicles and battery manufacturing.

However, despite these challenges the region has shown real resilience and optimism. Following on from the second half of Coventry's City of Culture year, visitor numbers to the city went on to hit record levels, with the city hosting the Birmingham 2022 Commonwealth Games, International Children's Games 2022, Godiva Festival and the Rugby League World Cup. Coventry received 11.05m visitors in 2022 (up from 10.03m in 2019) and the value of the visitor economy in the city soared to £750.86m (26% greater than in 2019). The number of full-time equivalent jobs supported by the sector in Coventry increased by 8.8%, from 6,760 in 2019 to 7,354 in 2022. This represents a strong base to build from, in continuing to grow our tourism, creative and cultural sectors.

Coventry's visitor economy was further boosted by the opening of new and refurbished visitor attractions in the city, including the Reel Store (May 2022-March 2023), a second season of the Assembly Festival Garden (Summer 2022); and the completion of £5.5m investment programme at St. Mary's Guildhall, leading to a new visitor offer and 'Tales of Tea' destination café/restaurant in the Undercroft.

Regeneration work continues around the city. In November 2022 plans for the City Centre South scheme were approved, which will provide new homes, a hotel, cinema, retail and restaurants alongside co-working and community spaces. Approval and investment was also given to transform the former Ikea building into the City Centre Cultural Gateway. This cultural hub will house some of the country's most precious art collections, building on our City of Culture legacy.

Government figures for Foreign Direct Investment (FDI) for 2022/23, evidence that Coventry and Warwickshire benefited from a 27% increase in new FDI projects for the year, compared with a national increase of just 7%. This indicates that Coventry continues to be a favourable place for foreign investment. The 56 FDI projects across the year created over 3,000 jobs in key sectors such as automotive and future mobility; and digital creative and software. Coventry and Warwickshire were within the top 10 cities in three different categories in the FDI Intelligence Magazine's annual FDI European Cities and Regions of the Future Awards 2023.

Our three highly successful ERDF-funded business support programmes, which had supported SMEs across Coventry & Warwickshire (CW Business Support, CW Green Business and CW Innovation Test Bed) came to an end in 2023; after helping hundreds of local businesses with both financial and non-financial support. We are now set to embark on the next phase of business support in our region with the start of the UK Shared Prosperity fund (UKSPF), which will see our expert business advisors continue to offer the guidance needed to help our local businesses to grow, innovate, diversify, and become more energy efficient through a suite of non-financial support activities and grant funds.

Following the closure of the CWLEP in March 2023, CCC and WCC have worked together and approved funding to ensure that CW Growth Hub will continue to offer a 'front door' to the local business support ecosystem and ensure some continuity in the level and quality of support on offer.

Our work this year is supporting and nurturing economic growth, underpinned by the new Coventry Economic Development and Skills strategies, which were both adopted in October 2022, and provide a blueprint for everything we do in order to bring prosperity to the city.

Regional gross domestic product (pound per head)

Following a number of years of strong growth, Coventry's local economy has slowed down since 2016, increasing the impact of the financial challenges presented by the pandemic and cost-of-living crisis. The total annual GDP in Coventry (the value of all economy activity within the city) stood at £11.094 billion in 2021, which is an estimated growth of only 0.4% compared to 2016. This is significantly lower than the all England growth of 2.8% and the West Midlands combined authority area growth of 2.0%.

In 2020 Coventry GDP had fallen by 4.2%, which in part is attributed to the impact of the pandemic. By 2021 GDP had recovered with an increase of 4.5%, however this rate is lower than national and regional comparators.

Despite these challenges the city's economy has many strengths. Coventry is home to some world class business clusters and retains a competitive advantage in some key industries including advanced manufacturing and engineering. Overall GDP measures evidence that at £32,314 per head in 2021 the city's economy is larger than its comparators: West Midlands Combined Authority Area (WMCA) £27,118 per head and 'CIPFA statistical neighbour' local authorities at £26,779.

According to the Centre for Cities, in 2018 Coventry had the second highest rate of published patent applications out of 63 UK city clusters and has regularly been amongst the highest in the annual list, exemplifying Coventry as a city of innovation.

Productivity is measured in Gross Value Added (GVA) per hour worked. In 2020 Coventry was ranked 14th (top quartile) out of 60 UK cities. Growth in average annual income continues to grow at above national average.

- The median earnings of both full-time and part-time workers resident in Coventry increased by 8% in 2022. This was higher than the national average of 7% and the average WMCA area of 4%.
- In 2022 median earnings were 26% higher than in 2016, compared to 21% growth in the WMCA area and 20% across England overall.
- The average annual earnings of Coventry residents was historically lower than non-residents who worked in the city. This gap has closed rising to slightly above national average, at £33,887 for full-time workers compared to the England average of £33,208.

However, it should be recognised that increases in 2021 and 2022 were below the rate of inflation, signalling an overall reduction in real terms.

Working with existing businesses in the city to grow and expand

The number of new enterprises in the city increased by 85 across the year to reach a record high of 10,295. This is a rate of 371 per 10k population which is lower than Warwickshire (552), WMCA (406), and national (523). However, this progress should be considered in the context of a challenging business environment with historically high interest rates and elevated costs of both energy and materials. Support from the Council and our partners to encourage new business start-ups and the growth and the continuing expansion of existing ones remains a key area for development.

Business support programmes

Coventry City Council's three ERDF-funded business support programmes (Business Support, Innovation, and The Green Business Programme) came to an end in June 2023. Over the past seven years these programmes have helped hundreds of local firms with financial and non-financial support, resulting in new investment, new jobs, and significant CO2 savings.

A new suite of business support programmes will begin in Q4 2023, under the 'Supporting Local Business' investment priority of the UK Shared Prosperity fund (UKSPF). These programmes will continue to deliver much needed grants and guidance to the business community as they face the ongoing challenges of high energy and materials costs, high interest rates, and a stubbornly tight labour market.

Delivering a capital regeneration programme

City Centre South

City Centre South will transform seven hectares of the city through a new mixed use development scheme that will provide approximately 1,500 new homes, a high-quality public realm

environment and exciting, leisure and retail spaces. A key milestone was achieved this year when following a public inquiry, a compulsory purchase order was confirmed by the Secretary of State, enabling the Council to bring together all of the land required for the scheme to proceed. Other key milestones include a start on site in the Salt Lane development which will deliver new modern premises for Shopmobility and moving the Council's Job Shop service to the West Orchards Shopping Centre.

Increasing hotel capacity

The delivery of new hotel capacity in the city is a key part of the Council's economic development and tourism strategy. The Council has worked with the developer Castlebridge to secure the delivery of a new four star hotel located in Friargate. The work began in Summer 2022 and is due to complete in November 2023.

The 100 room Hotel Indigo will set a new standard for hotels in the city and will also play a key role in delivering positive change to the Friargate area.

Friargate business district

The Council is ambitious for the Friargate area of the city. It has the potential to be home to hundreds of new jobs providing opportunities for local people. A second office block, Two Friargate, will provide 134,000 square feet of high-quality commercial office space and play an important part in delivering the city's economic development and inward investment objectives. The building will be ready for occupation by the end of 2023 and a first tenant for the building, Segro Administration, has been secured.



Supporting the creative, cultural and tourism sector

Building on the success of the 2021 UK City of Culture year programme, 2022/2023 resulted in a record year for the tourism sector in Coventry. Coventry welcomed 11.05m visitors in 2022 (up from 10.03m in 2019) and the value of the visitor economy in the city soared to £750.86m (26% greater than 2019). The number of full-time equivalent jobs supported by the sector in Coventry rose by 8.8%, from 6,760 in 2019 to 7,354 in 2022. The growth was generated through a range of activities delivered during 2022, including the Community Renewal Fund Pilot. However, there is still significant potential to grow the sector further in terms of both visitor and conference tourism. Next steps will include a focus on the 2022 Commonwealth Games Legacy and the provision of continuing support to enable tourism and hospitality businesses to innovate, diversify and grow in the longer-term.

This year, a new Local Visitor Economy Partnership has been announced for Coventry & Warwickshire, which builds on the recommendations of the De Bois Review. This will see Destination Coventry and Shakespeare's England (two local Destination Management Organisations) working together with local authority stakeholders to ensure that the region's tourism community has a powerful voice at national level; influencing both Visit England and the government, in shaping future policies and visitor economy priorities. It is expected that the partnership will lay the foundations for attracting future investment through LVEPs. It will also open up shared destination marketing opportunities and provide access to data-rich research projects, which will help inform future decision making in growing the Coventry & Warwickshire tourism sector further.

Ongoing investment in the Cultural Capital Programme saw the completion of a number of key projects in 2022/23, notably the reopening of St. Mary's Guildhall, with a new, enhanced visitor offer and the 'Tales of Tea' destination café/restaurant in The Undercroft.

New capital works has commenced at the Albany Theatre. Phase 1 of the programme is set to complete in 2023/24, creating new studios and improving facilities for theatre visitors.

Designs for the City Centre Cultural Gateway project has progressed through planning and is now at RIBA Stage 4 design stage. During the design phase, we supported the development of the city's creative economy by enabling interim use of the building as a sustainable film and TV studio space for high-end TV productions, reality TV productions, documentaries and commercials to be filmed in the city.

The Coventry City of Culture Trust opened the Reel Store in May 2022 and delivered a summer programme of activities at the Assembly Festival Garden. However, the Trust encountered financial difficulties early in its legacy period, and despite receiving a cashflow loan from the City Council in October 2022, the Trust entered administration in February 2023. The circumstances surrounding the Trust's financial difficulties remain subject to ongoing, independent investigation.

Local and national partners are in discussion to support enduring legacies from UK City of Culture and the Commonwealth Games, and to ensure the ongoing delivery of the intended outcomes of Coventry's Cultural Strategy 2017-2027. Linked to local programming and city events, over 69,000 tickets were sold for the Godiva Festival 2022, and over 12,000 people were actively involved in the Go Parks Programme in July 2022. Sports Fest 2022 saw 15,000 people participate in an accessible programme of sports activities in the city centre. Over 2,000 athletes and delegates drawn from 70 cities worldwide attended the International Children's Games 2022 in Coventry.

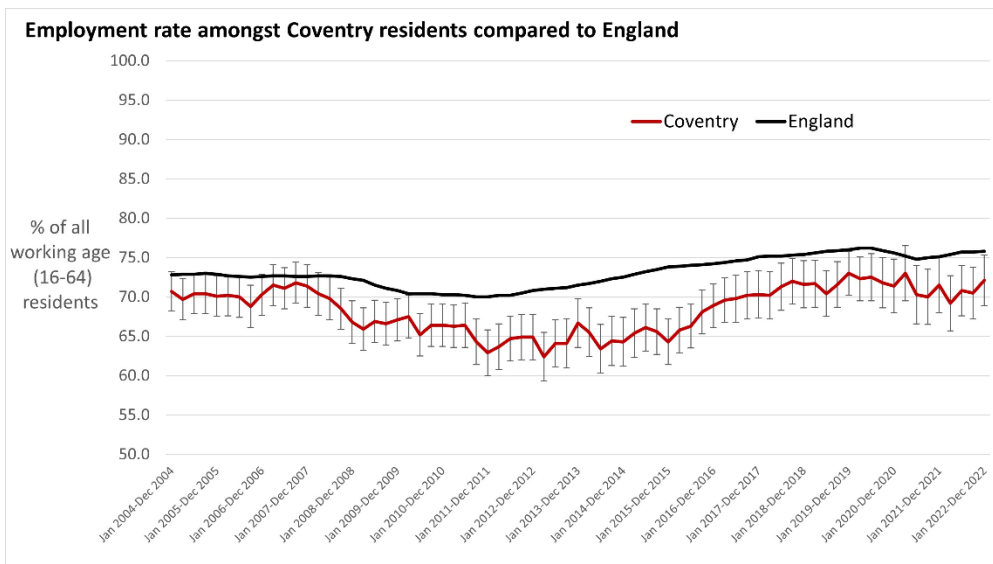


The GoCV App was launched in October 2022, further increasing access for local residents (through the GoCV and GoCV+ cards) by providing discounts on events, activities, local businesses and attractions.

Helping people into work

Employment rate

Significant progress has been made in the last year in increasing Coventry's employment for working age residents from 72.1% to 74.4%. 22% of Coventry's economically inactive working age residents are students, reflecting the success of the two local universities. There remains a challenge in engaging other economically inactive residents. Coventry City Council are responding to this challenge through a new Job Shop Hub and Spoke delivery model. This will build on the Job Shop's success in enabling over 1,000 residents each year into employment, by focusing increased resource on in-situ community engagement. The Job Shop has already built a strong presence in the Wood End, Henley, Manor Farm and Deedmore area; plus, Canley, Tile Hill and Willenhall. Reach will be enhanced further in new areas such as Foleshill, Radford, Spon End and Hillfields, by partnering with voluntary and community sector organisations who have the best track record in engaging economically inactive residents.



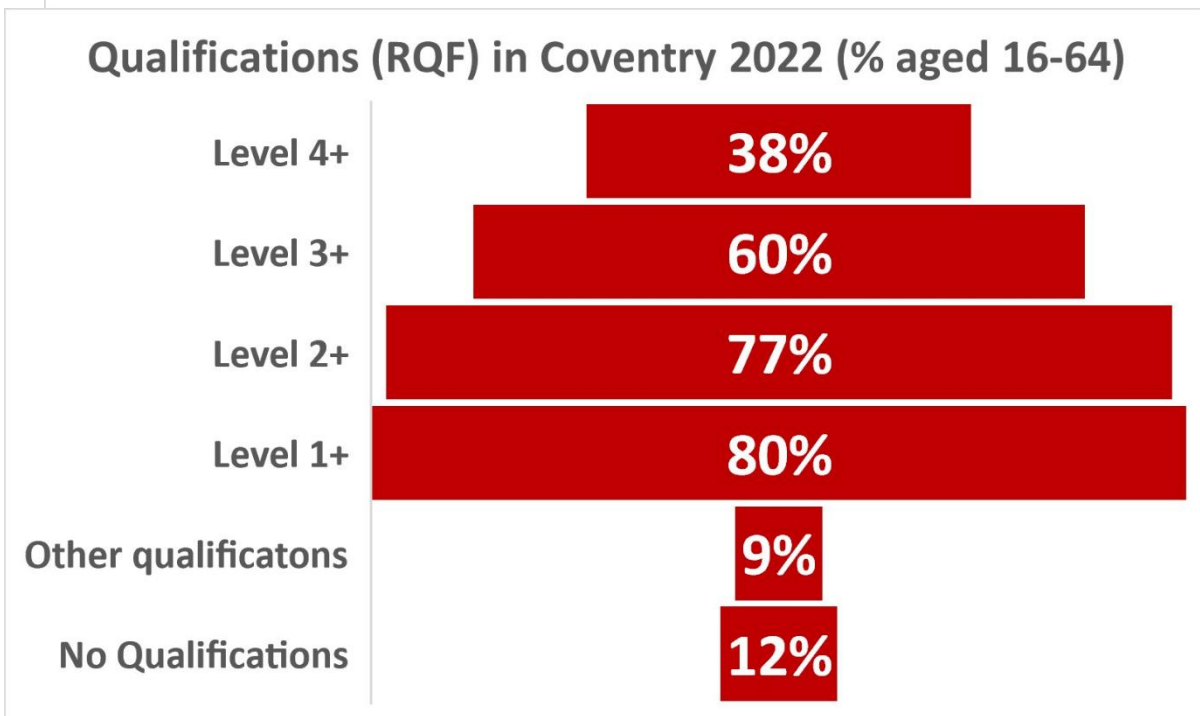
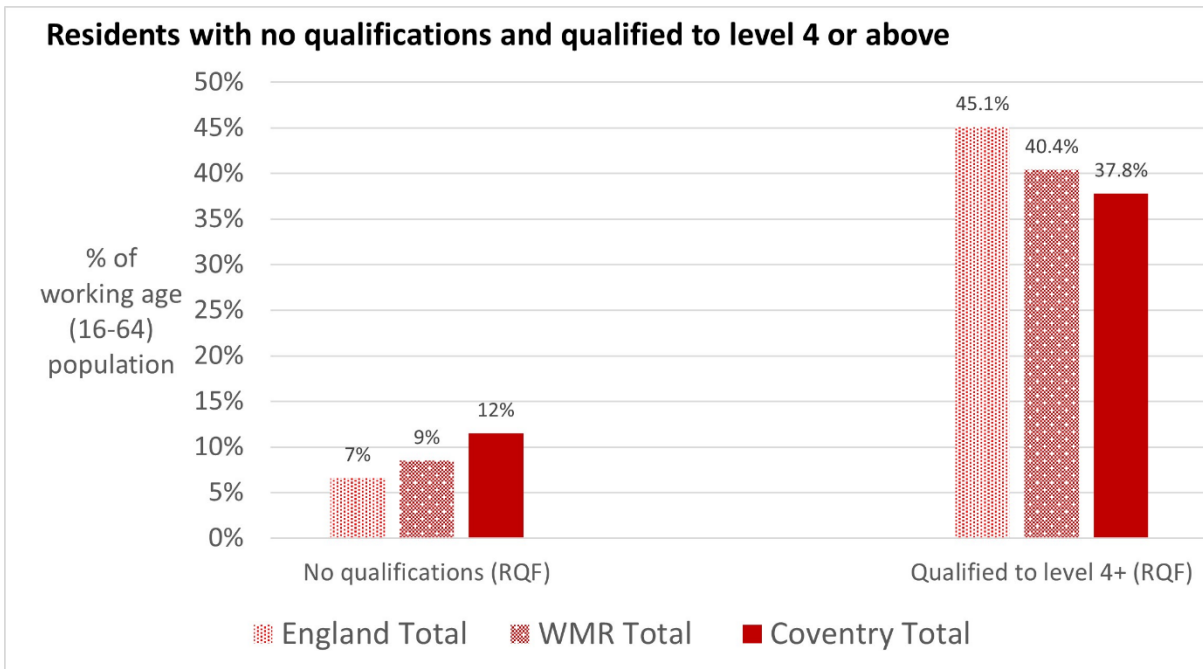
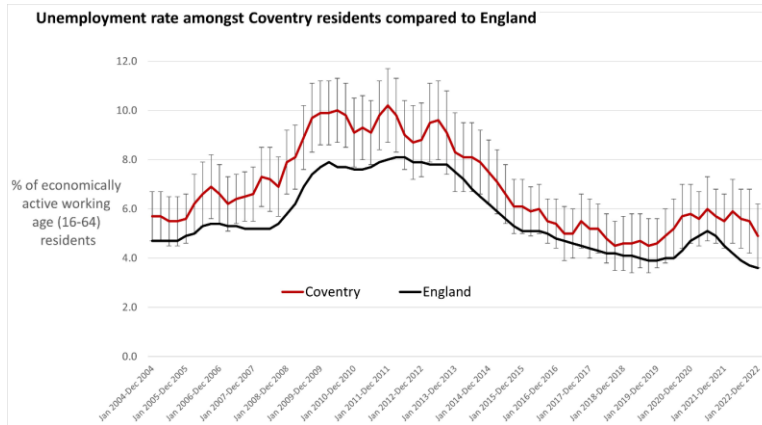
Unemployment rate

Progress has been made in reducing the unemployment rate from 5.5% (Jan-Dec 21) to 4.9% (Apr 22 – Mar 23). This progress has been supported by the Coventry Job Shops' success in supporting just under 1,000 residents into employment throughout the year. These are verified and evidenced job starts, we know that many more residents have moved into work with the Job Shop's support but have disengaged from the service following job start. In addition, the Job Shop registered 6,600 new customers and supported 78 new businesses and 148 returning businesses to recruit staff.

Progress has also been made through Coventry Skills Strategies Framework for Action in increasing the number of employer co-designed pre-employment courses which provide unemployed residents with the skills businesses require. The number of learners taking part in employer co-designed pre-employment courses, has increased by more than 1,000 with 2,281 starts in 2022/23 compared with 1,144 in 2021/22.

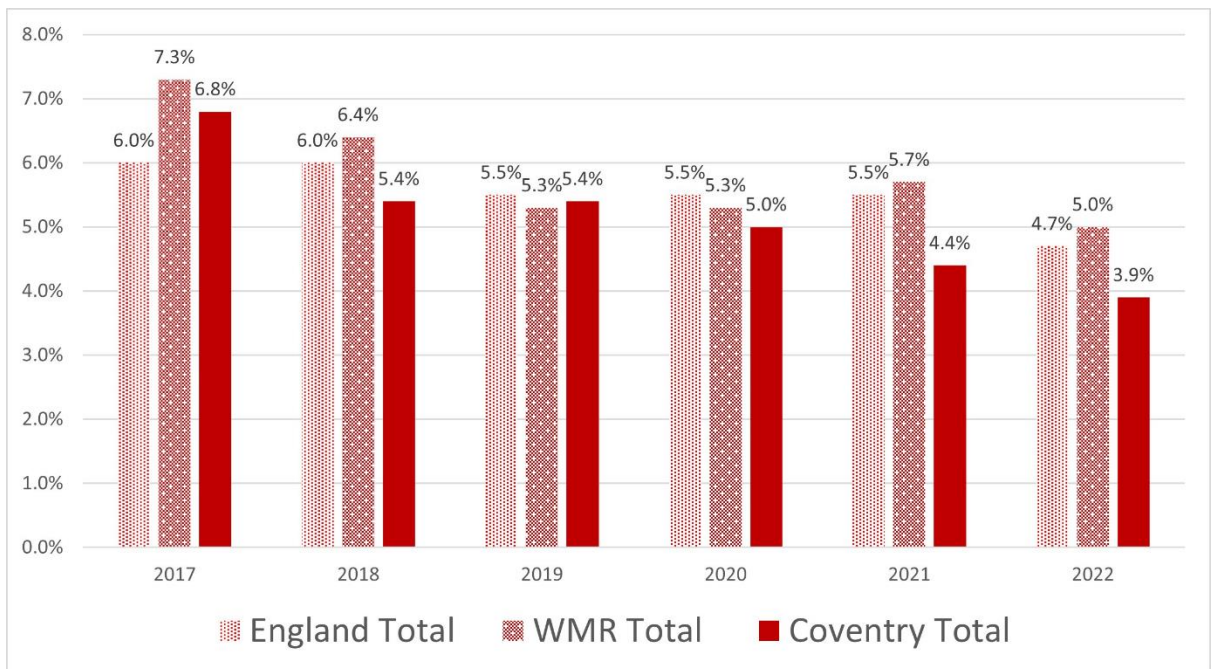
Increasing the economic prosperity of the city and region

The following charts illustrate Coventry's unemployment rates compared to all England and West Midlands regions, alongside the skills and qualifications differential faced by our residents:



Supporting young people into work

The Coventry Youth Hub provides a fully integrated service for all young people who are aged 16-29 and claiming Universal Credit, enabling Job Shop advisors and JobCentre Plus staff to support Coventry's young people to re-engage with training and the labour market. This year the Coventry Youth Hub has supported 1,865 young people, 220 of which are verified as having moved into work both part-time and full-time. We are confident that many more young people have started work as a result of the Youth Hub's support. Coventry continues to maintain a relatively low Youth Unemployment rate of 5.1% of 18–24-year-olds, compared to the West Midlands average of 6.7%.



Jobs created with the support of the Job Shop

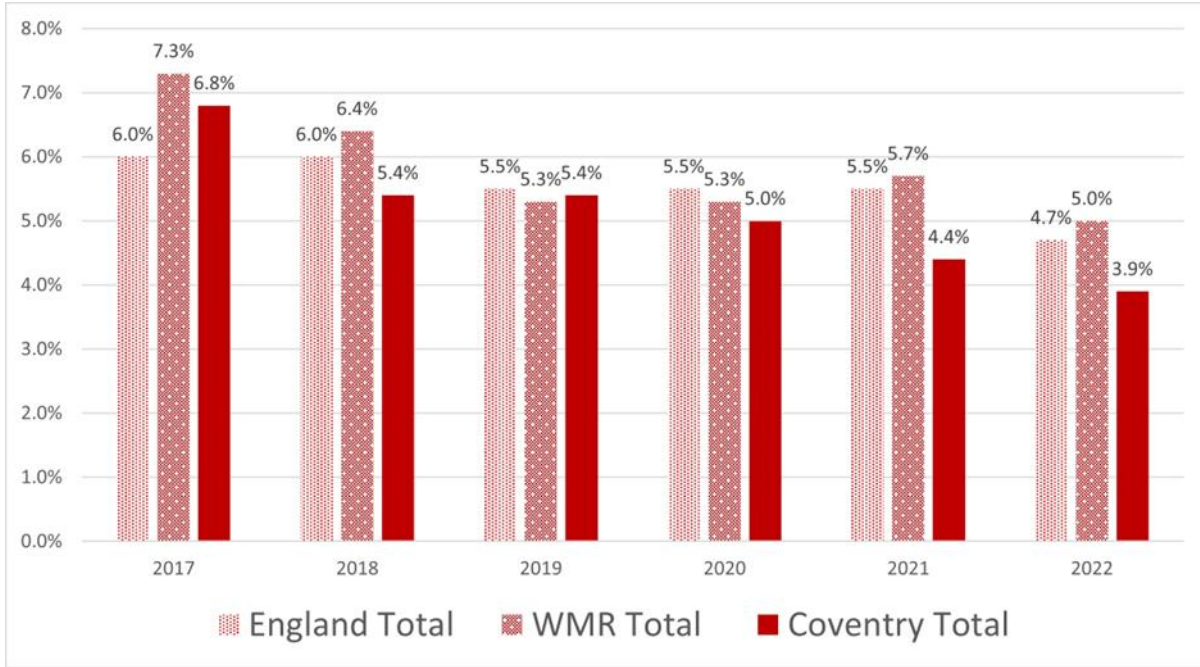
The Job Shop had been a very successful delivery partner for the Kickstart Scheme. However, this scheme was closed by the Government in September 2022. Subsequently, the Job Shop created a Youth Works scheme creating 56 new jobs. In addition, the Job Shop has supported employers to promote 1,171 vacancies for existing positions to Job Shop customers and through our partner organisations.

Young people Not in Education, Employment or Training (NEET)

Coventry's 2023 combined figure of **3.5%** is an improvement on the last five years' performance and represents an all-time low. Coventry remains below (better than) both England and West Midlands average NEET performance. Coventry City Council have successfully commissioned Prospects (part of Shaw Trust) to carry out NEET tracking and engagement work. This partnership has continued to support Coventry young people to achieve positive destinations.

Increasing the economic prosperity of the city and region

These figures demonstrate Prospects' systematic approach, robust tracking and excellent partnerships with schools, colleges, the Coventry Job Shop and training providers. The figures are testament to the career's education, advice and guidance provided by every secondary school, college and training provider in Coventry which enables Coventry's young people to engage in the right provision, grasp opportunities and aspire to be their very best.



Increasing the economic prosperity of the city and region metrics

An overview of performance:

Metric	Previous	Current	Comparators	Progress	Target	Status
Regional gross domestic product (pound per head)	£30,925 (2020 revised)	£32,314 (2021 provisional)	West Midlands Region £27,649, (2021 provisional), England £34,390 (2021 provisional)	✓	To increase	⊖
City centre footfall (year-on-year % change)	+55.5% (2021/22 revised)	+58.4% (2022/23)	Birmingham +35.7% (2022/23), Solihull +11.8% (2022/23), Leamington Spa +29.6% (2022/23)	✓	To increase	⊖
Visitor trips	8,197,000 (2021)	11,050,000 (2022)	N/A (No data), England N/A (No data)	✓	To increase	⊖
Resident employment rate (proxy for new jobs)	71.5% (Jan-Dec 2021 revised)	72.1% (Jan-Dec 2022)	West Midlands Region 73.8% (Jan-Dec 2022), England 75.8% (Jan-Dec 2022)	=	To increase	⊖
Unemployment (model-based)	5.5% (Jan-Dec 2021)	4.9% (Jan-Dec 2022)	West Midlands Region 4.6% (Jan-Dec 2022), England 3.6% (Jan-Dec 2022)	✓	To decrease	⊖
16-17-year-olds not in education, employment, or training (NEET) including not knowns	4.4% (NEET 2.3%, Not known 2.1%) (2021)	3.9% (NEET 2.1%, Not known 1.8%) (2022)	West Midlands Region 5.0% (NEET 2.2%, Not Known 2.7%) (2022), England 4.7% (NEET 2.2%, Not Known 2.6%) (2022)	✓	Below (better than) national average	✓
Destination of school leavers aged 16+	92% (2019/20)	91.6% (2020/21)	Statistical neighbours 92.5%	✗	Above or equal to	✗

Metric	Previous	Current	Comparators	Progress	Target	Status
			(2020/21), England 93.8% (2020/21)		national average	
Destination of school leavers aged 18 after reaching the end of 16 to 18 study	81.6% (2019/20)	78% (2020/21)	Statistical neighbours 76.5% (2020/21), England 79.1% (2020/21)		Above or equal to national average	
Apprenticeship levy transferred to support non-levy paying firms in Coventry	£97,976 (2021/22 transferred) £364,617 total pledge to end 2021/22)	£55,642 (2022/23 transferred) £426,485 total pledge to end 2022/23	N/A		To increase	
Jobs created with the support of the Job Shop	32 (184 with Kick-Start) (2021/22)	56 (2022/23)	N/A		≥ 66	
Active enterprises (number and rate per 10,000) (proxy for new businesses)	371 (10,210) (2021 revised)	374 (10,295) (2022)	WMCA 406(2022), Warwickshire 552 (2022), England 523 (2022)		To increase	
Change in Council Tax Base (change from 2009 base) (proxy for number of new houses in the city)	111.74 (2021/22)	112.42 (2022/23)	WMCA 109.55 (2022/23), England 113.72 (2022/23)		To increase	
Proportion of neighbourhoods amongst the 10% most deprived in England (measure of deprivation)	14.4% (28 out of 195 Coventry LSOAs) (2019)	N/A	WMCA 26.4% (2019), England 10% (2019)		Below national average	
Investment income secure	£2.2m (2021/22)	£2.9m (2022/23)	N/A		To increase	

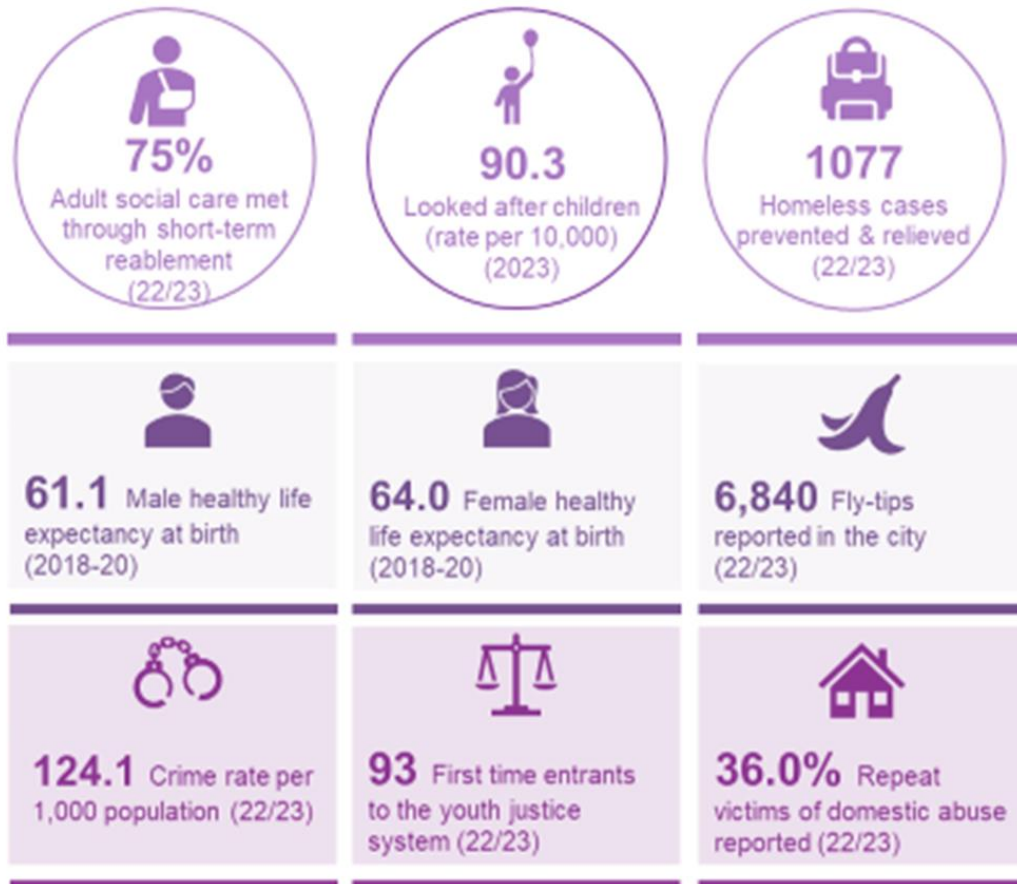


Improving outcomes and tackling inequalities within our communities



One Coventry Plan

Improving outcomes & tackling inequalities within our communities



3,595 people receiving long-term adult social care support
That is a rate of 1,346 per 100,000 (2023)

60.5% satisfied with care support
people who use adult social care services (22/23)

89.4% attending a good/outstanding primary school



www.coventry.gov.uk/performance

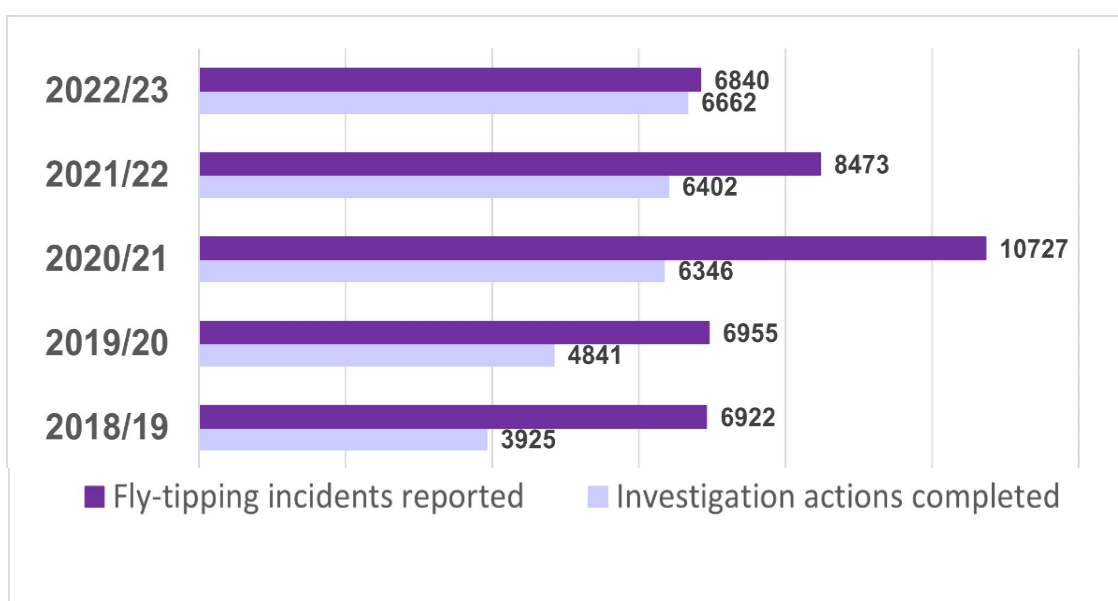
Effectively delivering the essential services that matter most to our communities

Tackling inequalities is a key priority, as just under 15% of our neighbourhoods are amongst some of England's 10% most deprived according to the latest (2019) English indices of multiple deprivation.

Cleaner streets, supported by action against fly-tipping

The number of fly-tipping incidents reduced to 6840 in 2022/23, which is comparable to pre pandemic levels (2018/19). This has been achieved through a combination of education and changes to working practices (regarding the collection of domestic waste across the city). The service has continued to target resources towards the worst affected areas and sustain the annual increase in enforcement activity. In 2022/23 the council took enforcement action in response to 6662/6840 (97.4%) reported incidents.

We aspire to continue this trend and aim for a further 5% reduction in fly-tipping over the coming year whilst maintaining or increasing the current level of enforcement.



Strengthening our Marmot city approach, encouraging healthy lifestyles and provide quality healthcare

Coventry remains a Marmot City, underlining our commitment not just to improve health life expectancy, but also reduce the difference between the most deprived and most affluent residents.

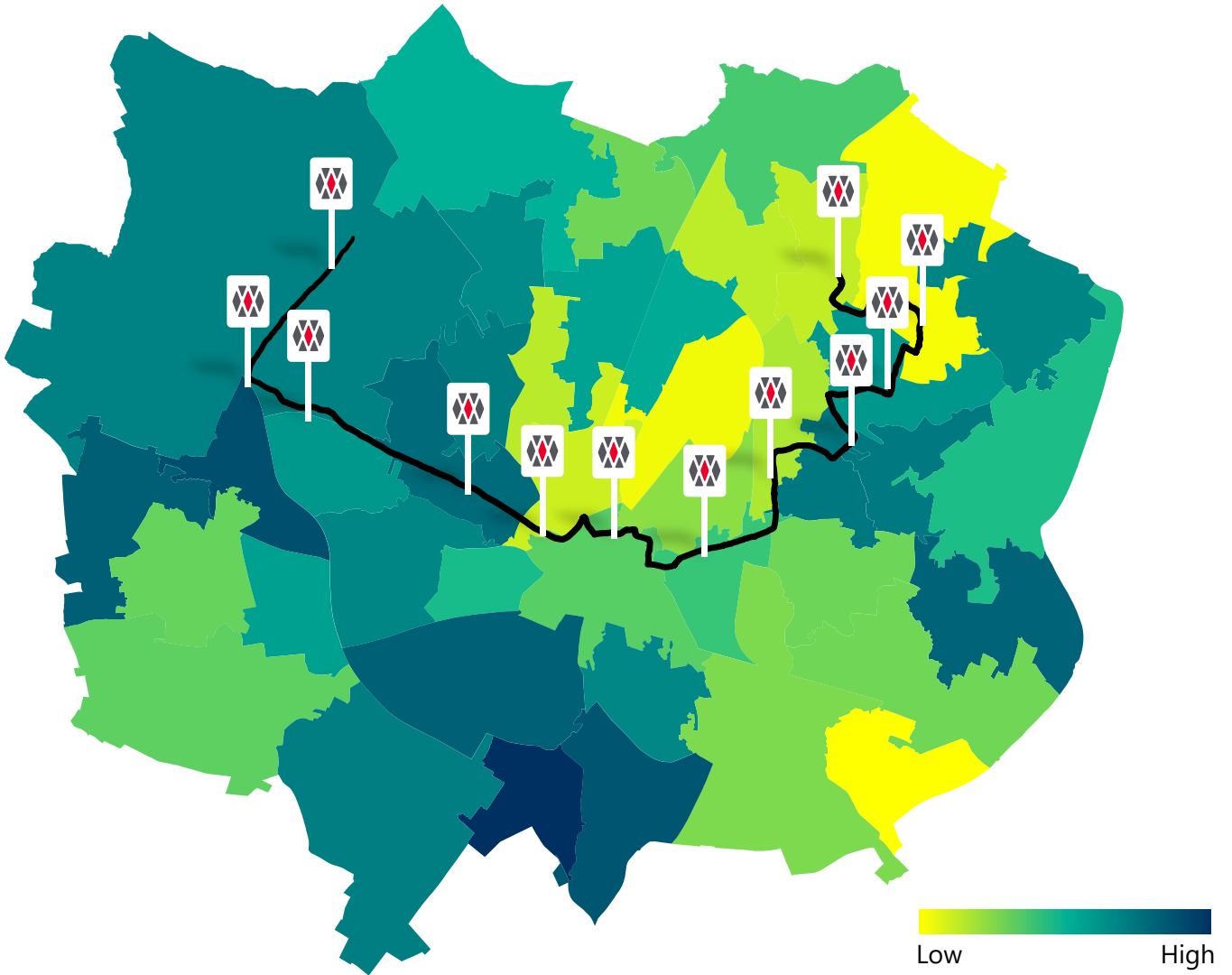
Life expectancy

Life expectancy is affected by many factors, for example, behavioural risks to health such as smoking and a poor diet; access to and use of health care; wider socio-economic determinants such as income, education, housing and employment; geography; and specific characteristics such as sex, ethnicity, disability and social exclusion.

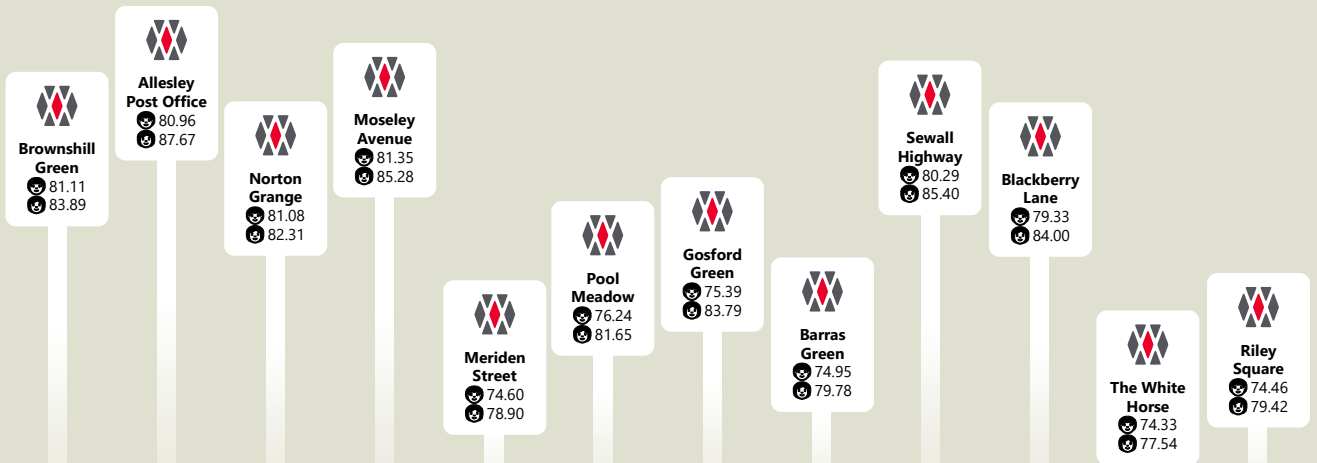
Life expectancy is closely related to the overall level of deprivation in an area. People living in more affluent areas live significantly longer than people living in deprived areas. About one-third of these inequalities in life expectancy are caused by higher mortality rates from heart and respiratory disease and lung cancer in more deprived areas. These conditions are potentially preventable. Smoking and obesity, the main risk factors, are higher among more deprived groups. Socio-economic inequalities in life expectancy were widening before the COVID-19 pandemic, which has exacerbated inequalities further. Most minority ethnic groups also have lower mortality than the white group from cancer, dementia and several other leading causes of death. The pandemic has had a disproportionate impact on minority ethnic communities, but the picture is complex and differs between ethnic groups and over time. The most recent data on health life expectancy and life expectancy was produced in 2020. The release of updated national data has been delayed to ensure that the impact of the 2021 census is taken into account. The data release is expected towards the end of 2023 at which point the impact of the pandemic can be considered.

The life expectancy at birth of the average person in Coventry is 78.6 years for males and 82.3 years for females. However, this masks significant health inequalities across the city as illustrated in the bus route number 7 graphic below.

Coventry bus route number 7 runs between Brownhill Green in the north-west and Bell Green in the north-east of the city. It crosses some of the city's most affluent areas, as well as some of the most deprived areas.



Life expectancy along Coventry bus route number 7



Improving outcomes and tackling inequalities within our communities

The Coventry map graphic sets out the bus route (in black) across the city; and the base map sets out the neighbourhoods (known as MSOAs (Middle Layer Super Output Area)) of Coventry. The colours represent the average life expectancy at birth of residents in each of Coventry’s neighbourhood areas (MSOA) in 2015-2019.



On the ‘bus stop’ graphic, the height of each bus stop represents the average life expectancy at birth of residents in each area in 2015-2019. Life expectancy serves as a useful summary measure of mortality, as it quantifies the differences between areas in the years of life lived; and therefore, illustrates the stark health inequalities across the city.

Healthy life expectancy

Healthy life expectancy indicates the average number of years a person could expect to live in good health. For 2018-20 Coventry’s healthy life expectancy at birth for females indicates 64.0 years. It has remained stable and compares favourably to both regional and England averages. For 2018-20 Coventry’s healthy life expectancy at birth for males indicates 61.1 years. It has fallen more significantly during 2018-20 and is below both regional and England averages.

Good Development at age 5

In 2022 the good level of development at age 5 is 61%, which is lower than the England average of 65%. The refreshed Coventry Early Help Strategy (2023 to 2025) has highlighted good level for development at age 5 as a priority area. A multi-agency working group has been established with the aim of improving this indicator, bringing together a range of partners from across Education, Childrens Services, Health Visiting and Public Health.

Good level of development at age 5	N/A (2021)	61.1% (2022)	SN 62.03% (2022), England 65.2% (2022)		Better than statistical neighbours	
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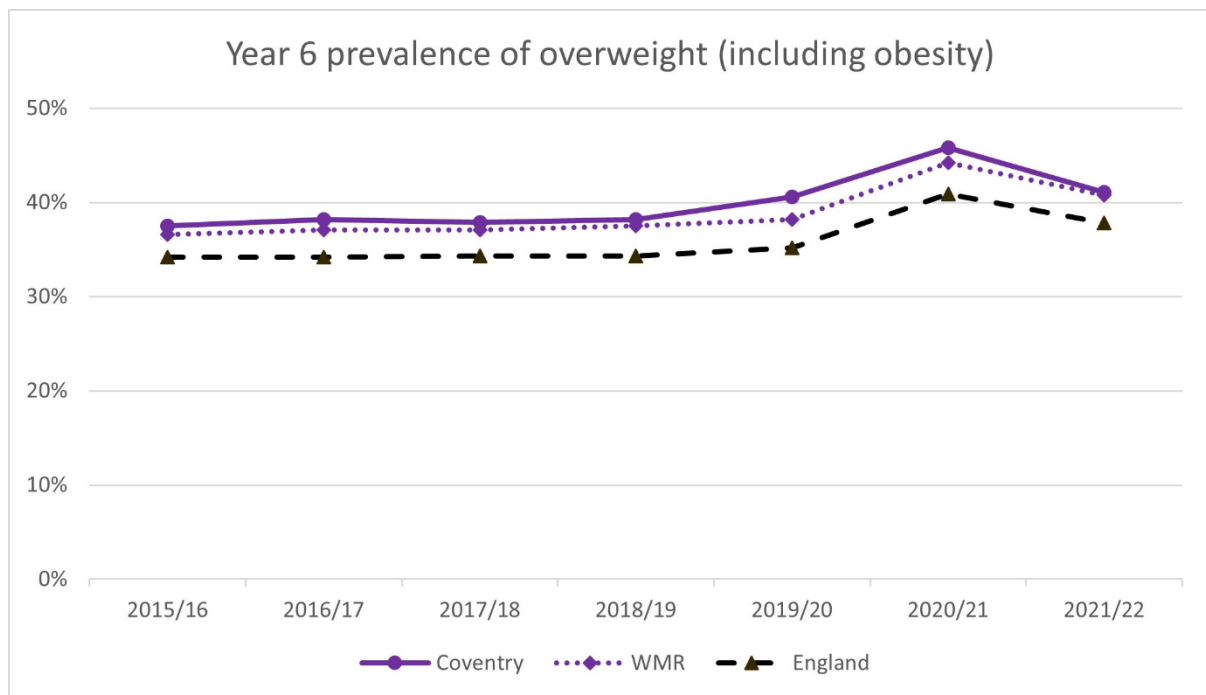
Coventry has recently launched the ‘50 Things Before You Are Five’ app which has been developed by Early Years practitioners. It provides access to a multitude of developmentally appropriate free and low-cost activities, such as early learning, communication skills, and active lifestyle. It is delivered through a simple play-based approach, with the intent of guiding parents, carers and childminders to support a child through each stage of their early development, from birth through to five years old. It is designed to be a one-stop place to identify activities, resources and amenities within local communities. ‘50 Things Before You Are Five’ works equally well in schools and early years and childcare settings. Practitioners can use it as part of their ongoing work to support children’s learning at home through simple activities that can be delivered within the home or on the go.

As part of the Healthy Child Programme, Health Visitors complete a 2-2.5 year developmental review. Toilet training sessions are offered to parents to provide support with their children’s needs. National resources on school readiness are

promoted during key developmental reviews to support and educate parents and carers about the importance of school readiness.

Overweight and obese children

The Year 6 prevalence of overweight (including obesity) children in Coventry for 2019-20 was 40.6%. This increased in 2020-21 to 45.8% reflecting a national increase. The measure fell to 41.1% in 2021-22, which is relatively high compared to the England average of 37.8% for the same year.



Overweight or obesity among children in Year 6	45.8% (44.2%- 47.5%) (2020/21)	41.1% (39.5%- 42.6%) (2021/22)	WMR 40.8% (2021/22), England 37.8% (2021/22)		To decrease	
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The National Child Measurement Programme (NCMP) was paused during the pandemic, recommencing in May 2021. Considering, the fact that many children had been less active during this period and that diet may have been affected, the School Nursing team prioritised the completion of the NCMP; setting an aspirational target to complete weight and height checks of all children in Coventry. The service was able to complete checks across 80% of schools within a short period of time. Children identified as not within a healthy weight range, (both over and under the healthy weight range) were offered support from either the School Nursing Team or the Be Active Be Healthy Team which supports family weight management.

The weight management pathways for 2-4 year olds and 5-11 year olds have recently been refreshed to reflect current best practice and to target specific neighbourhoods. Physical activity interventions for families in target areas of the city include the Go

Parks Project, Go Foleshill and Community Mile, with the aim of increasing physical activity levels for children and families.

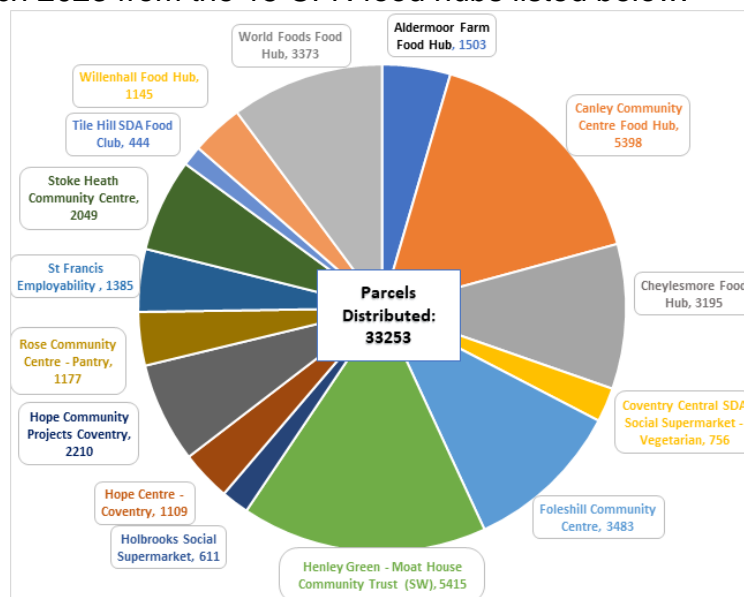
A food resilient city where no one goes hungry

Coventry Food Network (CFN) is registered as a Charitable Incorporated Organisation (CIO). CFN is a dynamic multi-agency partnership with the specific aim of providing a coordinated and sustainable infrastructure for the provision of accessible, nutritious and affordable food for those most vulnerable in society; supporting people with dignity and helping them to navigate their way out of the challenges and drivers of food poverty. Food is used as a tool to build more resilient communities in which people's health and wellbeing are improved and their lives become more manageable.

CFN has been working closely with Coventry City Council to create and deliver a system of emergency food provision to those eligible for government support through the Household Support Fund (HSF).

A number of valuable initiatives and events have evolved through this partnership:

- CFN Conference: brought together partners to realign the Network's vision, develop new working groups and to re-emphasise the necessity of joined-up working. It also featured three workshops, focussing on partnerships, health and procurement to shape future priorities and actions.
- CFN applied for the Sustainable Food Places (SFP) Bronze Award
- CFN supported the delivery of the Feeding Britain *Pathways from Poverty* model placing specialist Advice Workers into community let food projects, where people are helped immediately to resolve some of the wider issues that have resulted in them needing to access food provision. The Advice Workers provide support around benefits, debt advice, budgeting, housing, energy and employment.
- Henley Green Grub Hub is leading on a pilot project funded by Feeding Britain working alongside Minor, Weir and Willis Limited (MWW) who are a large, national fruit and vegetable provider. MWW are exploring how they can best support Feeding Britain partners with low-cost fresh produce.
- 33,253 food parcels were distributed to food hub members between April 2022 and March 2023 from the 15 CFN food hubs listed below:



Tackling inequalities through a collaborative approach



Community and neighbourhood integration

Community and neighbourhood initiatives have been extended to a number of areas across the city. Work initially began with the integration of services in Bell Green, Wood End, Henley Green & Manor Farm and this has helped to inform the development of a similar initiative in Tile Hill and Canley. New approaches focusing on partnerships and collaboration are also now underway in Hillfields (in St. Michael's Ward) and Spon End.

Public, voluntary and community sector organisations are working together through trusted relationships to understand and address the priorities and needs of residents and the community. This includes enabling accessibility through integrating and co-locating services in community venues to provide immediate, holistic, person-centred support, partnering with local school leaders and youth organisations to better enable them to help families and vulnerable young people in need. Partners are focusing on the cost of living, crime, health and wellbeing initiatives and events.

There are many examples of how working in this way is making a difference to the lives of local people. For instance, a partnership approach to targeting interventions to reduce crime and anti-social behaviour in neighbourhoods, is helping residents to feel safe and secure where they live.

Opportunities have also been taken to integrate and co-locate services in community venues. This integration of services means that more residents have been able to access support when they need it, in known and trusted places. This support has included helping people to find a place to live; improving access to education; enabling them to secure training and employment; supporting them to become more financially resilient and improving their health and wellbeing.

Engagement with local stakeholder groups and monthly newsletter

The Council supports local community representatives to run community-based stakeholder groups based in the key neighbourhoods of the city. These were run virtually during the pandemic but are now face-to-face supporting our engagement with community groups and organisations.

The Resilience Team collate a monthly newsletter which is distributed directly to community groups and organisations across the city. This includes both small community groups and large community centres.

Meeting the public sector equality duty

The Council has continued at pace to deliver on its obligations under the Public Sector Equality Duty and advance the growth of its diversity and inclusion agenda more broadly. This year has seen the launch of a new set of Equality Objectives for 2022-2025; five objectives have been set which outline how the Council will meet requirements to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people of different groups.

The Council has also continued to assess the potential impact of key decisions through its Equality Impact Assessment (EIA) process. Twenty-six EIAs were completed between April 2021 and March 2022. Another key highlight was the Council's success in applying for £120k of government funding to install three new Changing Places Toilets in the city.

Health and Wellbeing Awards

Twenty awards were presented at a ceremony held at St Mary's Guildhall in September 2022, in recognition of everything great that happens in health and wellbeing services across the city. The event celebrated Coventry's unsung community heroes, especially those supporting the health and wellbeing of Coventry's most vulnerable residents.

Tackling violence, including domestic abuse and sexual violence

Increase in crime

Total recorded crime in Coventry increased in April 2022 to March 2023 by 7% from 40,059 in 2021/22 to 42,867.

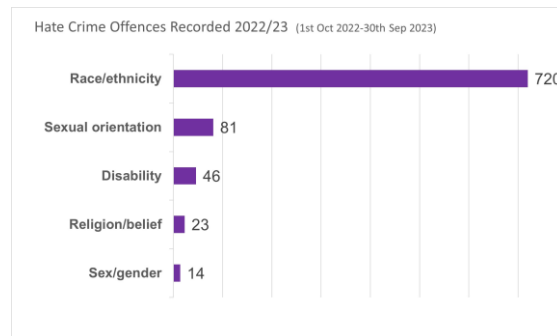
The top three recorded offences for the 2022/23 years were common assault and battery (11.0%), theft from a motor vehicle (6.8%), and (ABH) assault occasioning actual bodily harm (5.6%). Whilst common assault and battery, and ABH have been

relatively stable in terms of offences recorded (+1.7% and +0.5% respectively), theft from a motor vehicle has increased significantly from the previous year.

Hate crime

Police in Coventry take hate crime very seriously and respond to and investigate all reported hate crime in the city.

West Midlands Police (WMP) recorded 884 hate crimes in Coventry during 2022/23.



We have continued to deliver training courses to raise awareness of how to report incidents of Hate Crime. Targeted merchandise with details of how to report have been distributed across the city. Staff in family hubs have been trained on reporting incidents and supporting victims in making a report. We are currently running awareness training around the “Stand by ME” (standbyme.uk) campaign that gives anyone the tools to identify discrimination & how to support victims if they witness an incident.

Domestic abuse

In previous years there was a target to reduce this metric. However, it has been agreed with partners that the target is not a meaningful measure of impact, because an increase might in fact indicate an increase in awareness and confidence to report previously unreported crimes, both of which represent a positive impact but might be viewed negatively. Therefore, the increase in this metric is reported as neutral and a more appropriate measure of success will be identified for future reporting.

Repeat victims of domestic abuse reported	34.7% (2021/22)	36.0% (2022/23)	Wolverhampton 35.0% (2022/23), Birmingham 35.3% (2022/23), England N/A (No data)	✘	To decrease	🚫
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Supporting Residents with the cost of living

The second half of 2021 saw a significant rise in the cost-of-living, with the cost of everyday essentials such as food and bills increasing much more rapidly than household incomes.

The city council has worked in partnership with dozens of organisations across the city, to ensure that every opportunity to work together to support our residents is fully explored. This collaboration resulted in the collation of an online hub for cost of living and wellbeing information, which includes guidance on how to access support for claiming benefits, managing finances, food and the Household Support fund. This information is available at: <https://www.coventry.gov.uk/costofliving>

Household Support Fund

We ensure that residents experiencing financial hardship can access the right support at the right time. Since the beginning of April 2023, we have supported 9,409* households through our application based process on the following support types:

**Note: This is the number of households supported, if a household receives multiple awards they are counted once only.*

- 4,730 households awarded food support provided by our local food network.
- 7,901 households awarded energy support (top ups/cash)
- 310 households awarded essential items linked to energy and water (white goods, boiler repairs)
- 856 households awarded supermarket vouchers for clothing.
- 146 households awarded essentials items not linked to food, energy and water (beds, curtains where none existed before)

The total grant determination for HSF4 is £6.4m. During the first six months we have supported residents by making awards to an estimated value of £3.2m. Over a third of households require a single award to support them through a particular period of financial hardship. Approximately one third of households receive more than three awards. We work creatively with partners to ensure people can access the support they need and reach out to individuals and families facing complex challenges to enable us to bring partners together to secure a long term solution.

Low-income family tracker project (LIFT)

A new initiative has been implemented to examine the data that the council holds in a bid to identify low-income households who may be entitled to additional benefits or be in need of support. By applying the LIFT tool to trigger a direct contact with households who may be entitled to a benefit, the council has enabled residents to claim circa £1.6m in previously unclaimed Pension Credit and approximately £100k in unclaimed Attendance Allowance.

Further analysis of data is expected to support new campaigns over the coming months. This work will continue to target people who are most in need of support. It

is anticipated that we will uncover hidden pockets of poverty; and identify families who are struggling who may not have engaged with the council and its partners before.

Holiday Activities and Food programme

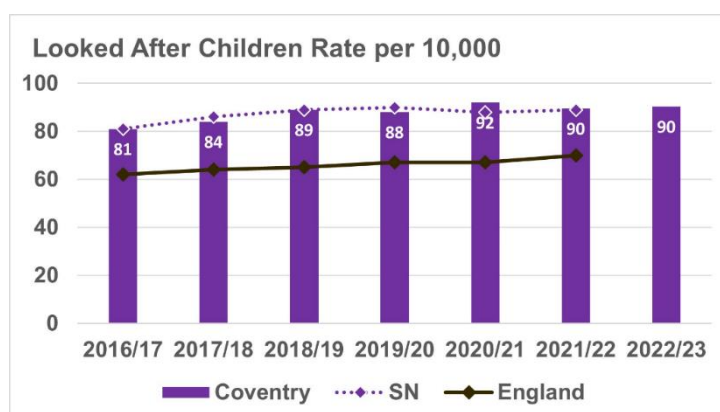
Over 4,000 eligible children benefitted from over 150 different activities during the Easter, Summer and Christmas school holiday period through the Holiday Activities and Food programme. The programme addresses holiday inequalities experienced by children during school holidays and ensures that participants benefit from a nutritious meal.

Protecting children and supporting families to give children the best start in life

Reduction in the number of looked after children

Since the introduction of Coventry Family Valued, the number of children looked after by Coventry City Council, excluding Unaccompanied Asylum-Seeking Children (UASC) has decreased year on year. UASC are excluded from total numbers because Coventry made the proactive decision to contribute to the national crises around this issue and therefore the overall number of looked after children is not a like for like comparison. On that basis, the overall number of children in care has reduced from 735 in 2021, to 684 in 2022 and by the end of March 2023 fell to 659.

In summary, the number of children looked after has reduced and is getting closer to levels in comparator LAs.

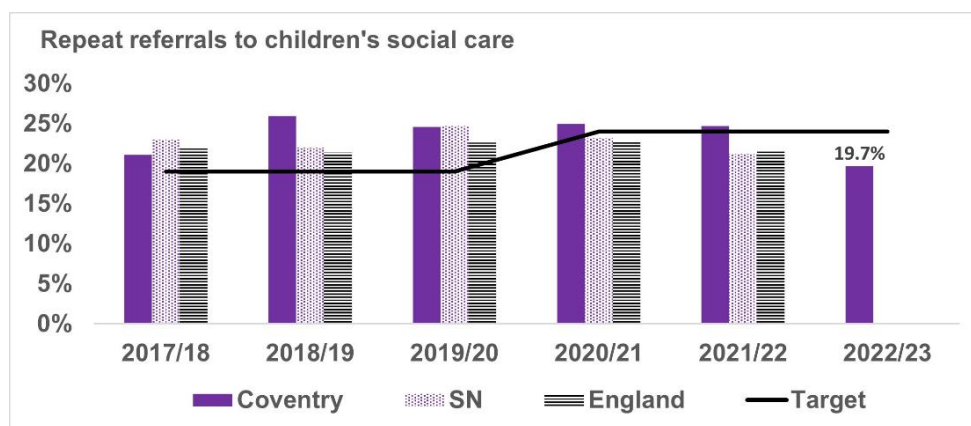


The Family Valued Strengthening Families change programme is designed to spread restorative practice across children's services. A key element is the focus on Strengthening Families through Relationship Based Practice. There is a desire to empower and enable families to find solutions, to build their own networks and for families to make changes, build resilience and most of all to remain together. The Family Valued project seeks to safely reduce the numbers of children looked after and

improve the quality of children’s lives and future outcomes, by enabling them to live safely outside of care and within their family and community networks where possible.

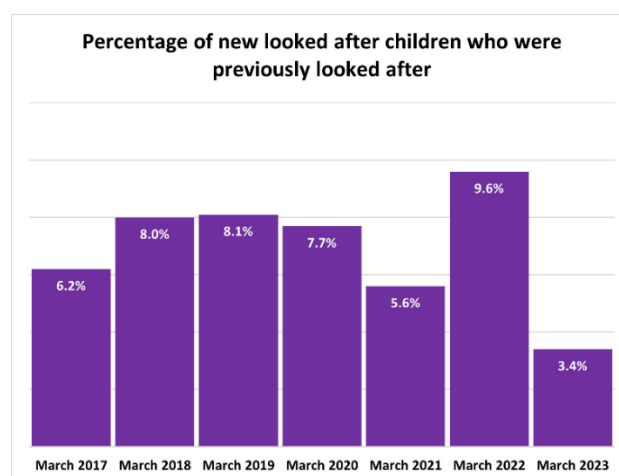
Repeat referrals to children’s social care

Through the work of Coventry’s Family Valued Project and the quality of support that children in the city receive, re-referrals have reduced during this year to 19.7% which is the lowest rate in over 5 years. The MASH has implemented a continuous development quality assurance programme which focuses on re-referrals, to improve our understanding of themes and trends. This identifies the areas of practice improvement required to sustain a continuous trajectory of reduced re-referrals to Children’s Services alongside measuring the positive impact practice has on children’s lives.



Looked after children previously looked after

The percentage of new looked after children, who were previously looked after has decreased dramatically from 9.6% in 2021/22 to 3.4% in 2022/23. This decrease reflects the impact of the Family Valued approach by ensuring that the right children come into care at the right time.



Integrated early help, education partnership work and implementing the Family Valued programme

Supporting families through offering the right help at the right time with the right people.

The Early Help Partnership's Strategy for 2023-2025 sets out the shared vision and ambition that Coventry will be "the best city in the UK for all our children, young people, and their families, to live and grow up in". We want children to be valued, feel safe, be healthy and have opportunities. Through the Early Help offer we aim to connect people together to provide the right help at the right time with the right people so that all children and families can thrive.

This work is primarily delivered through the Family Hub and Start for Life Offer which is available for all families with children aged 0-19, and up to 24 for young people with SEND. It works on a connected partnership basis and provides bespoke family support for those that need more help from the Supporting Families programme.

Coventry has national trailblazer status in delivering the Family Hub offer and has received government investment to increase our offer to children in the first 1001 days to ensure that every child gets the best start in life.

We achieved 100% of the targets set to help families through an early help assessment and plan, which led to sustainable changes in their family lives and improved outcomes for children and young people.

Improving the educational attainment of our children and young people

School performance

Nearly nine out of every 10 children in Coventry attend a school that is rated good or outstanding by Ofsted, the schools' inspectorate. In March 2023, 85.8% of secondary aged pupils attended a good or outstanding school. This is an improvement on March 2022 and reflects a better performance than both our statistical neighbours and the national average. The figure for primary aged pupils (89.4%) and pupils attending a special school (77.4%) declined from March 2022 to a level below statistical neighbours and the national average. The Local Authority has worked with the Education Partnership to re-strengthen school-to-school partnerships to a pre-pandemic level, which forms the foundation for whole school improvement.

Pupil attainment

In January 2021 the Government announced that in response to the Coronavirus (COVID-19) pandemic, that it was not appropriate for many exams and assessments to proceed as planned. It was confirmed that students taking GCSE, AS and A levels regulated by Ofqual would be awarded grades based on teacher assessment. Teachers were required to use a range of evidence to make a judgement about the grade at which their students performed, with a focus on the curriculum content that students had been taught.

Every school and college were required to put into place an internal quality assurance process, which was defined in their centre policy. The exam centres' internal quality assurance included the standardisation of marking and grading judgements. As part of the external quality assurance, exam boards reviewed the centre policies for all centres, requested evidence from all centres and checked the evidence used to support teacher grades for some students in a sample of centres.

In both 2020 and 2021 grades awarded via teacher and lecturer assessment nationally were significantly higher, overall, than they had been in 2019.

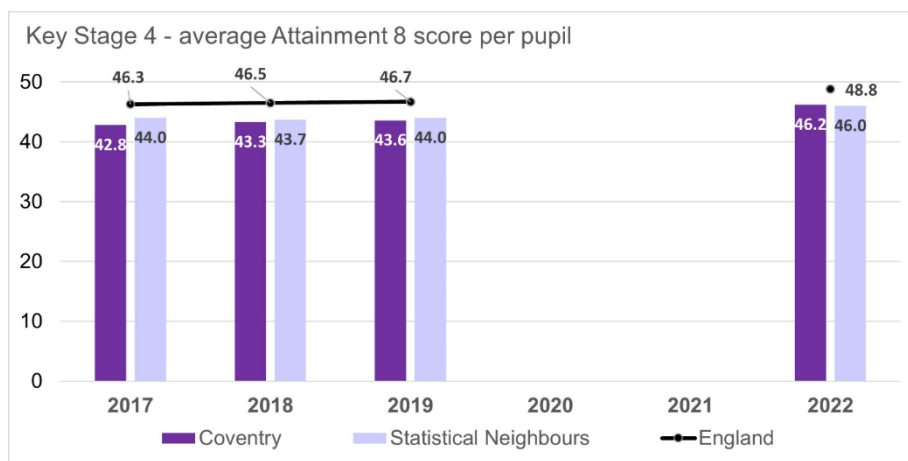
For 2022, Ofqual announced that grading for pupils in England would again make provision for pandemic impact but anticipated that grades were expected to fall to a mid-point between those in 2019 and 2021. From 2023, it was expected that grades would revert to a more normal distribution. As such, 2022 has been described as a transition year.

Key Stage 4

An Attainment 8 score is the average measure of an individual student's attainment across their 8 best performing subjects taken at GCSE level. The Attainment 8 score of individual students is then used to help calculate each school and the local authorities' overall Attainment 8 score.

In Summer 2022, the Attainment 8 score for schools in Coventry was 46.2. As expected, this is above the equivalent score from 2019 (pre-pandemic) of 43.6. However, it is below the national average but above statistical neighbours.

Progress 8 is a 'value-added' measure that indicates how much a secondary school has helped pupils improve (or progress) over a five-year period.

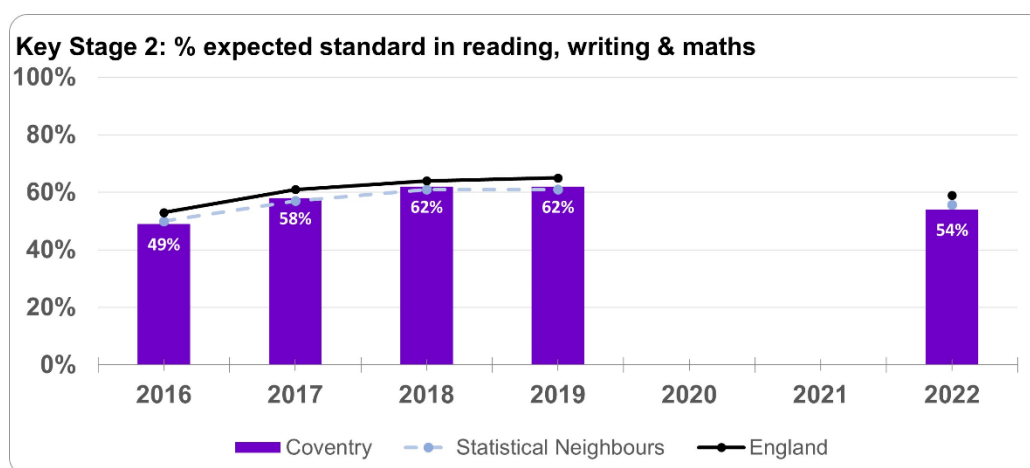


In Summer 2022, the Progress 8 score for schools in Coventry was -0.03. This is an improvement from the equivalent measure in 2019 and also better than both the national average and statistical neighbours.

Key Stage 2

In Summer 2022, 54% of children attained the expected standard in the combined measure reading, writing and maths by the end of Key Stage 2. As expected, this is below the equivalent pre-pandemic figure from 2019 (62%) and is also below statistical neighbours and national average. However, the trend in data for Coventry reflects the national position with the gap remaining similar over time. In the individual measures (reading, writing and maths) children attaining the expected standard by the end of Key Stage 2 was higher. Coventry saw an improvement in reading when compared with the pre-pandemic position.

Progress is measured from the end of Key Stage 1 to the end of Key Stage 2. Progress for Reading and Maths in Coventry was above the national average.



Early Years Foundation Stage

By the end of the Early Years Foundation Stage (5 years old), a child is defined as reaching a 'good level of development' if they have attained the expected learning outcomes in regard to a number of key areas of learning.

In Summer 2022, 61.1% of children in Coventry attained a good level of development. This is close to our statistical neighbour position (62.0%) but below the national average (65.2%). Early Years is an area that has been significantly impacted by covid, and the comparison of both Coventry and statistical neighbour with national position is an illustration of the differential impact of the pandemic on children, young people and families across the country.

Enabling people to live independently

People receiving support from adult social care and their carers

The number of people we support with ongoing care and support, is a good indicator of how successful we are as a Council at supporting people to remain independent within the community. Where people require input from social care at enabling or reenabling them to regain or maximise their independence. As of 31 March 2023, there were 3,595 people receiving long-term ongoing support from adult social care (a rate of 1,346 per 100,000).

The service works in a way that promotes people's independence, thereby reducing reliance on social care support. However, the number of people referred to the service for care and support continues to rise. This is placing increasing demand on a workforce, which is facing recruitment challenges. Consequently, a risk management prioritisation system is applied to ensure that available resources are targeted appropriately.

Satisfaction with adult social care

In 2022/23, 60.5% of care and support service users responding to a survey expressed satisfaction in the service they received. This compares with 62% from the last survey conducted in 2021/22. The reduction is not significant and is broadly comparable with national data of 63.9%.

Adult social care has an equal responsibility for anyone providing unpaid care within the city. Anyone providing necessary care to another adult is entitled to a carer's assessment. A survey measuring the overall satisfaction of carers will be conducted in 2023/24. In 2022 the service increased its engagement with communities by conducting a series of 'adult social care – find out more' days in different locations across the city. This engagement activity has enabled the council to raise awareness of the Adult Social Care offer and how it can be accessed.

Short-term reablement services

In 2022/23, 75% of people received a short-term service with little or no ongoing support. This is a significant improvement from previous years. The West Midlands comparator figure is 69%. Our promoting independence and therapeutic approach is something which Coventry is proud of, because it enables people to maximise their independency and stay within their family home for as long as possible, thereby improving outcomes. Our effectiveness in this area is evidenced by the relatively low numbers of people requiring ongoing care and support in Coventry.

Preventing and relieving cases of homelessness

The council has secured a successful outcome for 1,077 households who were owed a Homelessness Reduction Act duty in the year 2022/2023. The service remains committed to preventing homelessness and providing early intervention despite significant challenges; and continued increased demand for homelessness assistance which is in line with national trends.

The main reasons for losing settled accommodation in Coventry continues to be the end of private rented accommodation, domestic abuse, and being asked to leave by family members. There has been a significant increase in demand for the homeless service. However, this is too often at the point where homelessness has occurred and cannot be prevented. Where early intervention is not successful, residents face fewer options in seeking alternative accommodation, due to a largely competitive private rental market and limited alternative options as the number of available social lettings and privately rented properties decreases. The target for 2023/2024 is 1150 successful outcomes.

Integrating our refugee and migrant communities

Coventry City Council remains committed to the integration of refugee and migrant communities. The past year has marked continued progress in our ongoing efforts to create a diverse and inclusive city where all individuals, regardless of their background, can thrive. As we enter the new year, Coventry reaffirms its promise to provide a supportive and inclusive environment, aligning with the values and objectives of the local authority's One Coventry Plan.

Responding to global humanitarian crises

Supporting Afghan, Ukrainian and Hong Kong communities

Coventry City Council played a pivotal role in the response to the Afghan and Ukrainian humanitarian crises. We provided vital support to individuals utilising the Hong Kong British National (overseas) immigration route, recognising the significance of offering a safe place to those seeking refuge and a brighter future within our city.

UK Refugee Resettlement Scheme

The council remains committed to the UK Refugee Resettlement Schemes, which continue to provide safe and equitable pathways for the most vulnerable refugees globally. Our city continued to serve as a welcoming and compassionate destination for those in need.

Focus on health access for refugees

The Council prioritised health inequalities and the development of the "Health Access for Refugees Programme" to support a personalised approach to navigating healthcare services, promoting well-being and health integration through community connectors, ESOL (English for Speakers of Other Languages) for health, increasing digital health resources and information.

Focus Ukrainian support in transitioning to independent living

In response to evolving needs, our support for the Ukrainian community shifted as we reoriented our efforts to focus on assisting individuals entering the private rental sector. This change reflects our agile approach to addressing the dynamics of integration, ensuring individuals and families receive the necessary support in their transition to become fully active members of Coventry.

Comprehensive support for newly arrived communities

Our comprehensive support package offers individuals the tools and resources they need to build a secure future and enhance their self-reliance. This includes targeted provision in areas of language proficiency, volunteering opportunities, and specialist employment support.







Migration in numbers

- **103** refugees resettled in April 2022-March 2023
- **247** Hong Kong (British National Overseas) resettled
- **169** clients supported into employment
- **550** asylum seekers in temporary accommodation
- **1,550** dispersed asylum seekers in Coventry
- **812** asylum seekers supported - LAASLO
- **108** Young people aged 16-29 not in employment, education or training helped by Your Vision Your Future
- **181** Ukrainians supported with information and advice for seeking employment and living independently
- **311** Ukrainian arrivals under the Homes for Ukraine scheme
- **139** newly recognised refugees helped to improve integration outcomes particularly around accessing housing
- **24** Roma community members supported with ESOL and conversation classes
- **45** women helped to improve wider integration outcomes i.e. ESOL, digital and financial literacy skills
- **474** newly arrived young people 8-24 supported with transition into school, mental health and wellbeing, confidence building in partnership with Positive Youth Foundation

Improving outcomes and tackling inequalities within our communities metrics





Summary of the data:

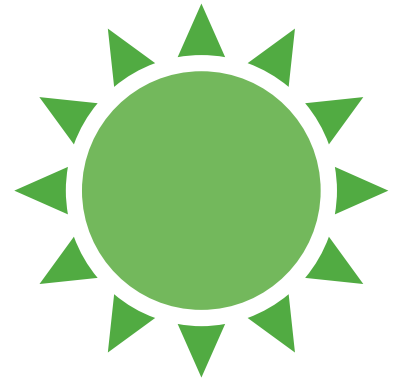
NHT resident satisfaction surveys - accessibility :a - For Ease of Access overall b - For Ease of Access (for those with disabilities)	a-76% b-69% (2021)	a-69% b-62% (2022)	England a-72% b-63% (2022)		To increase	
Crime (rate per 1,000 population and number of crimes)	105.6 (40,059 crimes, +27.9%) (2021/22)	124.1 (42,867 crimes, +6.6%) (2022/23)	Wolverhampton (35,053 crimes) (2022/23), Birmingham (160,973) (2022/23), England N/A (No data)		To decrease	

Metric	Previous	Current	Comparators	Progress	Target	Status
First time entrants to youth justice system (rate per 100,000 young people aged 10-17)	112 (38) (2021/22)	93 (34) (2022/23)	Family group average of 200 (Oct 21- Sep 22), England 146 (Oct 21 – Sep 22)	✓	To decrease	⊘
Repeat victims of domestic abuse reported	34.7% (2021/22)	36.0% (2022/23)	Wolverhampton 35.0% (2022/23), Birmingham 35.3% (2022/23), England N/A (No data)	✗	To decrease	⊘
Good level of development at age 5	N/A (2021)	61.1% (2022)	SN 62.03% (2022), England 65.2% (2022)	⊘	Better than statistical neighbours	✗
Pupils attending a good /outstanding primary school	93.1% (March 2022)	89.4% (March 2023)	Statistical neighbours 92.6% (March 2023), England 92.6% (March 2023)	✗	≥ National Average	✗
Pupils attending a good /outstanding secondary school	85.5% (March 2022)	85.8% (March 2023)	Statistical neighbours 85.5% (March 2023), England 85.7% (March 2023)	✓	≥ National Average	✓
Pupils attending a good /outstanding special school	86.3% (March 2022)	77.1% (March 2023)	Statistical neighbours 90.8% (March 2023), England 93.9% (March 2023)	✗	≥ National Average	✗
Key stage 2 expected standard in reading,	62% (2019)	54% (2022)	Statistical neighbours 55.6% (2022), England 59% (2022)	✗	Better than SN	✗

Metric	Previous	Current	Comparators	Progress	Target	Status
writing & maths						
Key stage 4: attainment 8	43.6 (2019)	46.2 (2022)	Statistical neighbours 46.0 (2022), England 48.8 (2022)	✓	Better than SN	✓
Key stage 4: progress 8	-0.12 (2019)	-0.03 (2022)	Statistical neighbours -0.12 (2022), England -0.06 (2022)	✓	Better than SN	✓
Overweight or obesity among children in Year 6	45.8% (44.2%-47.5%) (2020/21)	41.1% (39.5%-42.6%) (2021/22)	WMR 40.8% (2021/22), England 37.8% (2021/22)	✓	To decrease	⊘
Looked after children (rate per 10,000 population under 18 & number)	89.5 (723 children) (March 2022)	90.3 (730 children) (March 2023 provisional)	Statistical neighbours 629 (2021/22), 537 England (2021/22)	✓	<90.9	✓
Repeat referrals to children's social care	24.7% (March 2022)	19.7% (March 2023 provisional)	Statistical neighbours 21.2% (2021/22), England 21.5% (2021/22)	✓	<24%	✓
Percentage of new looked after children who were previously looked after (rolling 12 months)	9.6% (March 2022)	3.4% (March 2023 provisional)	N/A	✓	<6%	✓
Homelessness cases prevented and relieved	1167 (2021/22)	1077 (2022/23)	N/A	✗	>1350	✗

Metric	Previous	Current	Comparators	Progress	Target	Status
Overall satisfaction of people who use services with their care support	62.0% (2021/22)	60.5% (2022/23)	CIPFA 63.2% (2021/22), England 63.9% (2021/22)		>62%	
Overall satisfaction of carers with social services	32.0% (2021/22)	N/A-biennial indicator (2022/23)	CIPFA 36.5% (2021/22), England 36.3% (2021/22)		>32%	
Adult social care service users receiving long term on-going support	3531 people (1,179 per 100,000) (31 March 2022)	3595 people (1346 per 100,000) (31 March 2023 provisional)	CIPFA 1507 per 100,000 population (31 March 2022), 1380 England per 100,000 (31 March 2022)		<1380	
Adult social care outcomes met through short-term reablement service	65.1% (2021/22)	75% (2022/23)	CIPFA 68.7% (2021/22), England 77.6% (2021/22)		>65.1%	
Percentage and (number) of children (aged under 16) living in Relative low-income families	23.1% (16,859) (2020/21 revised)	26.7% (18,267) (2021/22 provisional)	West Midlands Region 27.0% (2021/22 provisional), England 19.9% (2021/22 provisional)		To decrease	
Male healthy life expectancy at birth	61.1 (59.0 -63.1) (2018-20)	N/A (2019-21)	West Midlands Region 61.9 (2018-20), England 63.1 (2018-20)		To increase	

Metric	Previous	Current	Comparators	Progress	Target	Status
Female healthy life expectancy at birth	64.0 (61.8-66.1) (2018-20)	N/A (2019-21)	West Midlands Region 62.6 (2018-20), England 63.9 (2018-20)		To increase	
Fly-tips reported in the city	8,473 Incidents, 6,402 Enforcement activity (2021/22)	6,840 Incidents, 6,662 Enforcement Activity (2022/23)			Reduce fly tipping by 5% and maintain enforcement activity	

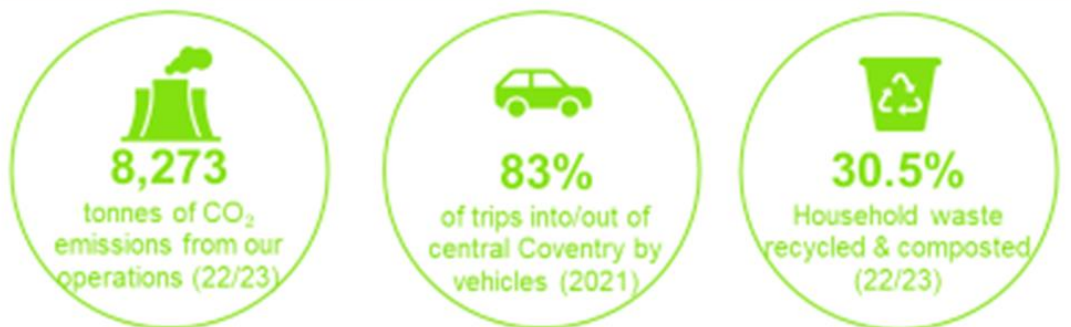


Tackling the causes and consequences of climate change



One Coventry Plan

Tackling the causes and consequences of climate change



715
Electric vehicle charging points in the city (22/23)

73
Council vehicles that are zero carbon emission (from 4 in 2021) (2023)

288
Car occupant road casualties (2022)

113
Pedestrian road casualties (2022)

54
Cyclist road casualties (2022)

28
Powered two-wheeler casualties (2022)



www.coventry.gov.uk/performance

Climate Change – Climate Change Strategy

Taking positive action on climate change is imperative for the future of Coventry. Not only will it create environmental benefits for the city, but it can also help address inequalities across our communities by protecting the most vulnerable with targeted measures such as domestic retrofit and create significant economic opportunities through job creation and attracting investment, such as the Gigafactory. The importance of climate change has already been recognised by the Council, with ‘tackling the causes and consequences of climate change’ one of three core delivery priorities.

In fact, Climate Change has long been recognised as a key issue, with Coventry one of the first cities in the UK to launch a Climate Change Strategy back in 2012. Since then, the Council has made considerable progress on reducing carbon dioxide emissions by 48% since 2000. However, whilst the Council and city have made some positive steps in tackling climate change, much of the reduction in emissions is down to changes on a national level which includes changes to our energy infrastructure and industry moving away from manufacturing to more service led. There is still a long and challenging journey ahead to reach net zero.

To modernise and increase our ambition in tackling climate change, a new draft Climate Change Strategy was launched in February 2023, setting out the Council’s ambitious vision and foundations for creating a sustainable net zero city of the future. It is imperative that we get the Climate Change Strategy right to underpin the huge opportunities it can generate for the whole city and position Coventry as a leader of the green industrial revolution.

The Council has adopted the International Council for Local Environmental Initiatives’ (ICLEI) Five Development Pathways (with a change in the name of ‘equitable’ pathway to ‘Fair Green Future’):

- Low emissions pathway: renewable energy generation; energy from waste; retrofitting properties; electrification of vehicles; public transport; active travel
- Circular economy pathway: minimisation of waste, and maximising recycling participation.
- Nature based pathway: understanding the distribution of species and their conservation status and promoting biodiversity.
- Resilient pathway: addressing key risks with the change in climate and a greater incidence of extreme weather events such as flooding, heatwaves, and droughts.
- Fair Green Future: recognising that the effects of climate change and environmental deterioration affect communities disproportionately, particularly those on lower incomes who are most likely to be the first to suffer the consequences of climate change.

To complement and inform the climate change strategy, the Council commissioned Professor Andy Gouldson, Co-lead of the Economic and Social Research Council Place-Based Climate Action Network, to create a Net Zero Route map for Coventry. The Net Zero Route map makes a series of recommendations and priorities areas to focus investment and action. It is critical that the final Strategy aligns with the Route map and includes a Climate Action Plan with clear targets to demonstrate how the Strategy will deliver net zero in Coventry.

The Climate Change Strategy and Action Plan will also provide an opportunity to consolidate and promote all of the work that the Council is currently doing and planning via the Green Futures Board, alongside partnership work with stakeholders including the city’s Independent Climate Change Board.

Climate Change Strategy Consultation

It is important that we understand the views of residents, businesses and organisations across the city regarding issues related to climate change and sustainability to help shape the Strategy. The Council has a role of leader and enabler when it comes to taking action on climate change and creating a more sustainable future for our city, but we can't do it alone and need to take communities with us on this journey.

The Council undertook extensive consultation of the draft climate change strategy over several months, seeking to understand the views of the people of Coventry on the Strategy, pathways and key themes within them, to identify which issues are most important to people and find out if anything should be added or amended within the Strategy to influence the final version of the Strategy and accompanying Climate Change Action Plan.

In total, 1421 people or organisations engaged in the consultation which took place face to face at various drop ins, events and focus groups, via online meetings, webinars and online surveys. Over 500 written responses were received, with over 1,856 comments from individuals and representatives of organisations providing feedback on the Strategy. This is a relatively low response rate in a city of 345,000 but is quite a typical response rate for a consultation on a strategy. However, given the importance of this issue and the fact that behaviour change is going to be one of the key actions required to help reach net zero, far more effective engagement is required going forwards to raise awareness and encourage positive action to be taken. The Council will continue to consult all these groups during the development of the strategy and associated action plan.

Low emissions pathway

Council's carbon emissions

The carbon footprint measures carbon emissions that are under the Council's direct control. These include carbon emissions from Council buildings, fleet vehicles, business travel, street lighting and emissions from outsourced services. The table below provides a comparison to the previous year.

	2022/23	2021/22	2021/22 – 2022/23 % Difference
Scope 1	4357	4,558	-4.41%
Fleet	2,948	3,042	-3.09%
Buildings	1,408	1,516	-7.12%
Scope 2	3,916	4,451	-12.02%
Buildings	1,797	2,350	-23.53%
Street Lighting	2,118	2,101	+0.81%
Scope 1 & 2 Total	8,273	9,009	-8.17%
Scope 3	4,305	5,916**	-27.23%
Buildings	4,023	5,596	-28.11%
Business travel	304	320	-5.00%
Total Gross Emissions (Scope 1,2&3)	12,579	14,925**	-15.72%

Figures shown in 1,000 kgCO₂e [tonnes of CO₂e].

*Scope 1 emissions of 2020/21 have been revised upon review.

**Scope 3 building emissions of 2021/22 have been revised upon review.

The carbon emissions are broken down into scopes 1, 2 and 3 emissions, the definition of which are:

Scope 1 direct emissions: activities owned or controlled by your organisation that release emissions straight into the atmosphere. Examples: emissions from combustion in boilers we own, emissions from owned or controlled vehicles.

Scope 2 energy indirect emissions: released into the atmosphere associated with the consumption of purchased electricity, heat, steam, and cooling. The most common type of Scope 2 emission is electricity purchased from the National Grid.

Scope 3 other indirect emissions: those at sources which we do not control, and which are not classified as scope 2 emissions. Examples of scope 3 emissions include business travel not owned or controlled by the Council (e.g., use of public transport), commuting, or use of 'grey fleet' (employees' own cars used for fuel expenses).

There is an overall decrease in carbon emissions of around 15.72%. Emissions from Scope 1 and 2 in 2022/23 saw an 8.17% reduction compared to 2021/22 and 67.93% reduction from the 2008/09 baseline.

Emissions from fleet fuel consumption reduced by 3.09% from 2021/22. Scope 1 building emissions decreased by 7.12% from last year. There have been continuous gas reductions this year as the energy efficiency measures installed last year are fully operational. The biggest contributor of this decline is the termination of gas oil in Council buildings as part of the PSDS projects.

The 12% decline in Scope 2 emissions is mainly attributable to a decline in emissions from heating (63%). Although the kWh did not change by much, the emissions factor for this year is much smaller due to increased efficiency of district heating network 'Heatline'. There was a 10% increase in kWh for streetlighting, however, the associated carbon emissions only increased by 0.8%.

A decrease in Scope 3 emissions is due to reduction in fuel consumption. Gas oil was used in some backup generators for COVID test centres or for temporary heating; these are no longer in use. The removal of one of the schools, Corley, from the Council's portfolio also contributed to the reduction, as did The Wave being connected to Heatline, a lower carbon alternative to traditional fuel heating systems and the change in rules for gas oil last April.

Carbon disclosure

The CDP (formerly known as the Carbon Disclosure Project) is an internationally recognised benchmark that helps companies and cities disclose their environmental impact.

The Council is currently achieving a "B" CDP score; and the One Coventry Plan has a target of achieving an "A" score.

Supporting businesses

The Coventry & Warwickshire Green Business Programme was aimed at supporting businesses with a shift to a low carbon economy by delivering a cohesive package of support to small and medium enterprises (SMEs). The programme supported businesses with the provision of knowledge and data for them to make informed decisions on how best to achieve energy and resource efficiency, through the provision of energy and resource efficiency audits and hosting events and webinars via the Green Business Network. The programme subsequently supported SMEs with grant funding (Up to £50k) to enable them to install energy and resource efficiency measures (e.g. insulation, improved heating, renewable energy, more efficient processes). This facilitated economic growth and led Coventry & Warwickshire businesses having reduced energy bills, maintenance costs, waste disposal costs and carbon emissions, whilst also benefitting from increased competitiveness, efficiency, and improvement to working conditions.

The Programme was closed in June 2023 due to European Regional Development Fund (ERDF) funding ending, but since the start of the programme in 2016 achieved the following:

- Offered support to 577 businesses
- Paid over four million pounds in grant claims
- Saved over 15,000 tonnes of carbon per year
- Led to creation of at least 60 new jobs
- Organised over 45 events
- Developed a Green Business Network with over 2,700 members

Support for Coventry businesses is now expected to come from the UK Shared Prosperity Fund, which is intended to help communities, support people living or working in the UK, and help businesses operating in the UK. The programme will be providing SMEs with Net Zero Energy Efficiency Grants which aim to remove financial barriers and enable SMEs to make carbon savings through increased energy and resource efficiency.

There will also Decarbonisation programme which will provide investments focus on physical improvements and developing a more efficient use of resources, water and waste. Energy audits identify cost-effective energy-saving measures for your business and provide expert advice guides business to embed low-carbon strategy measures to support Net Zero targets. Financial grants will be available under the funding of BEAS (Business Energy Advice Service).

Strategic Energy Partnership

During 2022/23 a cross-departmental team within the Council designed and delivered a procurement process to create a pioneering Strategic Energy Partnership. The Council appointed E.ON as their partner in September 2023 and delivery of the partnership objectives is now underway.

The scale of the net zero challenge was revealed in Coventry's Net Zero Route map. The Route map showed that whilst Coventry's carbon footprint fell 48% between 2000-2022, this was mainly a result of decarbonisation of the energy network and more efficient infrastructure. Major investment is needed to further reduce our emissions to help reach net zero by 2050 (£654m for 15 years). Coventry's energy bill is estimated to be £635m in 2023, investment in decarbonisation could help cut costs by £185m a year and create over 1,400 jobs. The Council has a key role to play as a leader and enabler but doesn't have the expertise, capacity, or capital to deliver to the scale and pace needed.

The Strategic Energy Partnership, over 15 years, allows us to work with E.ON, a private sector partner willing to invest time, resources, expertise and capital to build a collaborative partnership with a strategic plan aligned to all five priorities of the One Coventry Plan. This will enable long-term and sustainable infrastructure planning, bringing investment to support the transition to net zero. The Partnership will focus on innovative solutions, clean energy generation and security, sustainable transport and decarbonisation of buildings and homes. There will also be a strong focus on delivering social value.

Key benefits of the partnership to the city include:

Environmental

- Citywide strategic approach to decarbonisation, including delivery of major projects
- Circular economy approach to projects
- Behavioural change approaches to energy usage

Social

- Working with and empowering local communities
- Active travel - improving health outcomes
- Energy cost reductions - tackling fuel poverty and business costs
- Social Value - job creation, training and employment opportunities

Commercial

- New renewable energy infrastructure delivered at a low cost to the Council
- Significant additional resource in Coventry to achieve outcomes
- Shared commercial returns will be reinvested for social benefit

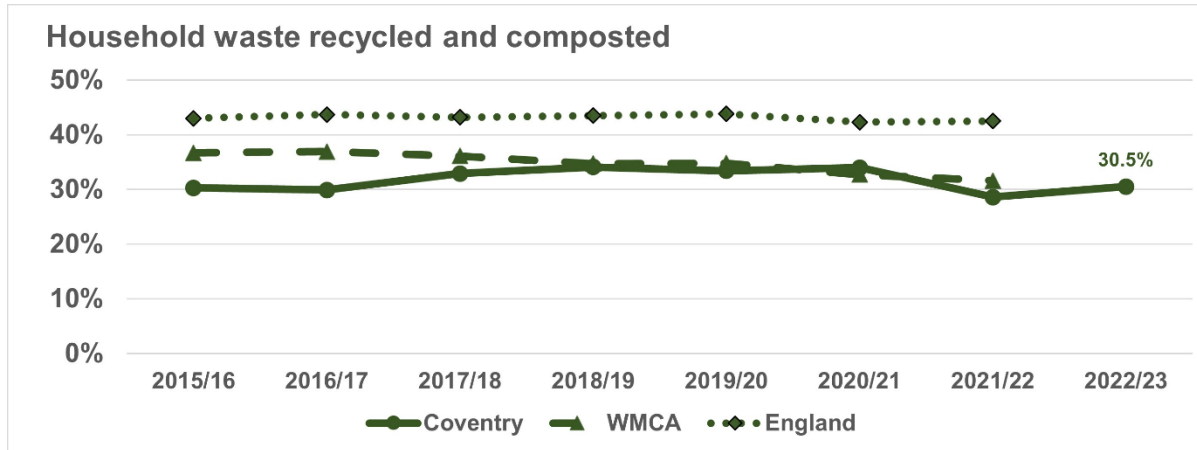
The partnership has a defined governance process with gateways established for development of project proposals from feasibility through to delivery. This provides robust scrutiny throughout all project stages - through a partnership board and through Cabinet when required. Projects will be designed in partnership, with competitive tender for supply chain when required to achieve best value. The Strategic Energy Partnership will have access to a range of financing options, providing an opportunity for the Council to invest to benefit from returns. Some of the projects that the Partnership could deliver include a ground mounted solar farm, decarbonisation of the Council's estate, depot and fleet, introducing solar panels across Coventry schools and producing an energy security plan for the city.

A Strategic Business Plan and Annual Business Plan will be developed as a priority and this will provide further detail on partnership vision and objectives.

Circular economy

Recycling and composting

The recycling percentage for 21/22 was adversely affected by industrial action during the final quarter. Improvement in the recycling rates for 22/23 was expected as services were reinstated and collections returned to schedule.



The new material recycling facility is now operational. This is a £58M joint project by 8 local councils - located alongside the existing Binley waste processing site on London Road. This state-of-the-art facility will significantly expand local recycling capacity with the ability to process 175,000 tonnes of mainly domestic recycling annually by leveraging AI enabled robotic sorting equipment. The launch of the new facility is an important step in helping to boost the city's recycling rates and an educational campaign will be launched next year to support this.

Nature and resilience

A tree for every citizen

Trees are an integral part of the city's landscape and our communities, lining streets, parks and gardens. Coventry is particularly blessed with a large and extensive tree canopy which currently covers 15% of the city, with an aspiration to increase this to 30% over the next decade. The Council is responsible for the management of over 45,000 individual trees in parks, highways, and other green spaces and an estimated 200,000 woodland trees.

The importance of trees is becoming increasingly recognised not least through global changes which are and will affect everyone on the planet:

- Trees are important in our efforts to combat climate change capturing carbon dioxide and releasing oxygen.
- They help keep the air in our city clean by absorbing pollutants.

- They help keep our streets cool and provide shade from ultraviolet light.
- They hold water on their surface helping with flood alleviation.
- They provide a valuable food and habitat resource supporting countless birds, animals, and invertebrates.
- Trees are great for people's health and well-being and for bringing people together.
- They also have an economic value, provide a potential and sustainable source of energy and can increase property values.

The Council has committed to an ambitious plan to plant 360,000 trees for every member of Coventry's population over the life of the strategy: a tree for every citizen by 2032.

Between 2021-23 the Council have planted 39,500 trees, including woodland extensions, planting in parks and on common land and increasing street trees. The Council are currently working to identify locations for further tree planting in 2024.

Urban forestry strategy

In 2022, Coventry launched its first Urban Forestry Strategy (2022-2032), which seeks to “protect, promote, sustain and enhance our urban forest and to recognise its contribution towards the character, appearance and economy of Coventry for the benefit of all those who live, work and visit the area.”

It has also joined the national Street Tree sponsorship scheme run by Trees for Streets, the national Street Tree sponsorship scheme from the urban tree charity Trees for Cities, funded by the government's Green Recovery Challenge Fund and City Bridge Trust respectively. This “Tech for Good” project uses technology to empower people and makes it easy for residents and organisations to get involved in greening their communities.

The Urban Forestry Strategy will be supported an I-tree study which will provide a more detailed study of the city's canopy cover and identify the value of existing trees. This will be supplemented by a study to identify planting opportunities in the street scene, delivering a place-based approach to ensure appropriate species of trees are planted in the right location.

Local Nature Recovery

The ‘State of Nature’ Report (2019) revealed that 45% of species have decreased in their abundance levels, and 13% of the 7,615 species found in England are threatened with extinction. It is essential that we improve the quality of our ecosystems in Coventry, in order to provide functional and sustainable habitats for our native species, while providing the opportunity for residents to experience nature and wildlife in our rapidly growing city.

The Local Nature Recovery Strategy is a new legally binding spatial strategy to identify locations to improve nature and provide other environmental benefits, such as carbon sequestration, flood management and access to nature-rich spaces for health and well being. This is a government-led policy to tackle the decline of nature in England, which is considered to be one of the most nature-depleted countries in the world. The Government has set a target to protect 30% of our land and sea for nature through the Nature Recovery Network by 2030. Coventry currently suffers one of the highest levels of green deprivation in the West Midlands.

The Council will be working with partners to boost local nature recovery and improve access to nature and green space for its citizens. This will include creation of a local habitat map and Biodiversity Strategy. Mechanisms to support this include biodiversity net gain which will be introduced in early 2024, mandating any new developments to increase the value of biodiversity on or off site. Work is underway to identify sites for biodiversity net gain and larger sites for rewilding and potential habitat banks.

Climate Adaptation and Resilience

We know from researchers in the field and modelling of weather patterns in the Midlands that the future predictions of more extreme weather incidents are highly likely, and that the citizens of Coventry are likely to experience warmer wetter winters and hotter drier summers. The urban heat island effect will make increased temperatures and extreme hot weather events more severe.

Rising temperatures are a particular concern due to the likely health impacts associated with heat stress and the impact such conditions have on water quality and the strain they place on water supply. Heavier rainfall is likely to cause more surface water flooding, which can impact on homes, businesses, transport and energy infrastructure.

Coventry needs to adapt to climate change and become more resilient in the face of more extreme weather events. There are a number of different measures that can be implemented to create a more resilient city, which include natural measures such as the creation of rain gardens, wetlands and sustainable urban drainage systems. Tree planting can help reduce water run-off and create shade. Building design will need to be considered to provide cooling as well as heating. A citywide Climate Change Adaptation and Resilience Plan is being developed which will set out the risks and steps the city needs to take to become more climate resilient.

Fair Green Future

Residential Retrofit

Coventry's draft Climate Change Strategy sets out how the Council needs to tackle the causes and consequences of climate change in a fair and equitable way. Retrofitting domestic properties is essential in achieving this, by reducing fuel poverty, energy bills and carbon emissions, and improving climate resilience, especially for the most vulnerable residents in our community. Urgency of retrofitting also aligns with the Net Zero Route map which was produced for Coventry, which identifies emissions from homes as the biggest contributor to the city's carbon footprint, totalling 30% of all emissions.

Over the past 18 months, the Council has been accelerating action on domestic retrofit to help make homes more energy efficient, successfully attracting almost £30m external grant funding to support residents across all housing tenures in the city. However, the challenge within this sector is huge, the funding secured to date will improve the energy efficiency of up to 2,500 homes, but with 143,000 properties across the city, activity needs to be significantly scaled up to help reduce our carbon footprint and to support the alleviation of fuel poverty across the city.

Retrofitting of domestic properties will lead to:

- A reduction in Coventry's domestic carbon emissions.
- A reduction in health-related morbidity and mortality associated with living in cold homes.
- A reduced demand placed on health and care services.
- Improved energy efficiency, reduced energy bills and increased thermal comfort

Social Housing Decarbonisation Fund Wave 1 Case Study

The Social Housing Decarbonisation Fund (SHDF) Wave 1 is a government-funded scheme aiming to improve the energy efficiency of social housing in England. It was designed to bring social houses up to an energy performance certificate (EPC) Band C, whilst delivering warmer homes with reduced carbon emissions and fuel bills, helping to tackle fuel poverty.

The Council worked in partnership with Citizen Housing to improve 95 properties within Citizen's housing stock. After significant resident engagement and project design, work began on site in October last year. The work, which was co-funded by Citizen Housing, enabled us to follow a fabric-first approach, installing external wall insulation, energy efficient doors and windows, increased loft insulation and improving ventilation to reduce the potential for mould growth. All work was completed by June 2023.

One resident who received support through the scheme was Ntombiyelanga Mgutshini, who is now looking forward to seeing the difference it makes.

Ntombiyelanga said: "My house looks much better than before and I would definitely recommend having the works done if you are offered it.

"My home felt cold previously and it felt like I would put the heating on, and it wouldn't make much difference. Now I've had the work done I'm looking forward to seeing the impact it makes in the winter.

"I felt really excited when the work was offered to me as it will help save energy and potentially money in the winter."

Building on the success of wave 1, we are excited to be continuing this strategic partnership by improving a further 2,000+ homes with Citizen as part of the SDHF Wave 2 scheme.



Affordable access to heating, and insulation - Keeping Coventry Warm

Fuel poverty is a significant problem in Coventry, affecting 20.8% of households and over 50% of homes in some areas of the city. This, combined with the cost-of-living crisis and a large number of energy inefficient homes in Coventry has meant there is a vital need to support these households.

Keeping Coventry Warm is Coventry City Council's principal affordable warmth scheme. Delivered by local energy charity, Act on Energy, and funded by the Council's public health department, the Better Care Fund and the Disabled Facilities Grant, the scheme provides a wide range of energy efficiency and fuel poverty advice, information, and guidance to residents.

Keeping Coventry Warm provides a free advice line to all Coventry residents to offer support on energy bill queries, fuel debt, tariff switching and support payments. The scheme is targeted to support residents most at risk of fuel poverty, particularly those on low incomes and living with long term health conditions and vulnerabilities affected by living in a cold home. Keeping Coventry Warm funds grants, specifically to support those in fuel poverty, providing heating upgrades such as first-time central heating and boiler repairs/replacements and wall/roof insulation to ensure residents can live in warm, comfortable, and healthy homes.

Keeping Coventry Warm, through Act on Energy, provides an impartial, single point of contact for all Coventry City Council's fuel poverty and retrofit schemes, in addition to other non-Council administered support. Residents and front-line staff can refer households for support by contacting Act on Energy. The charity will then identify the most suitable support and help people to apply where needed.

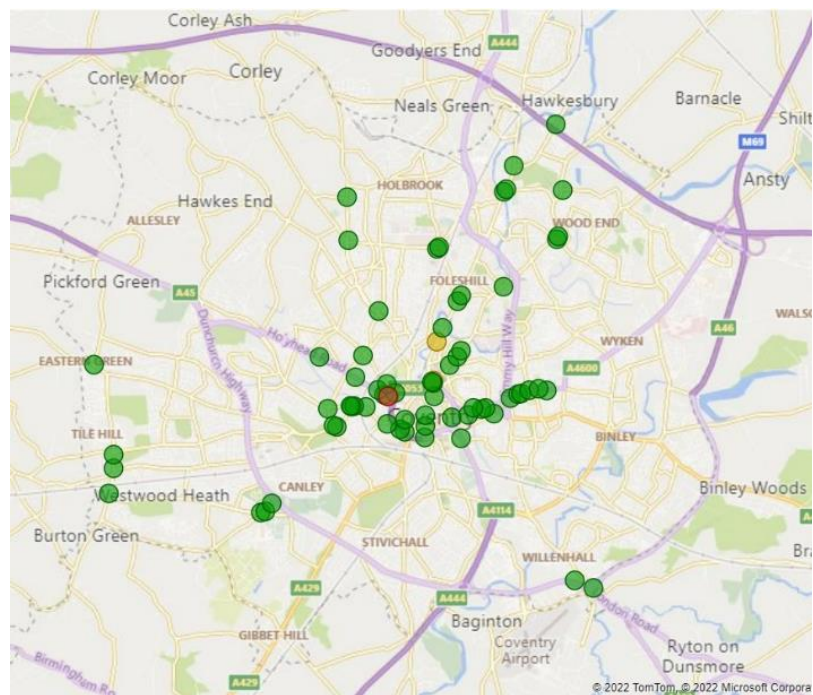
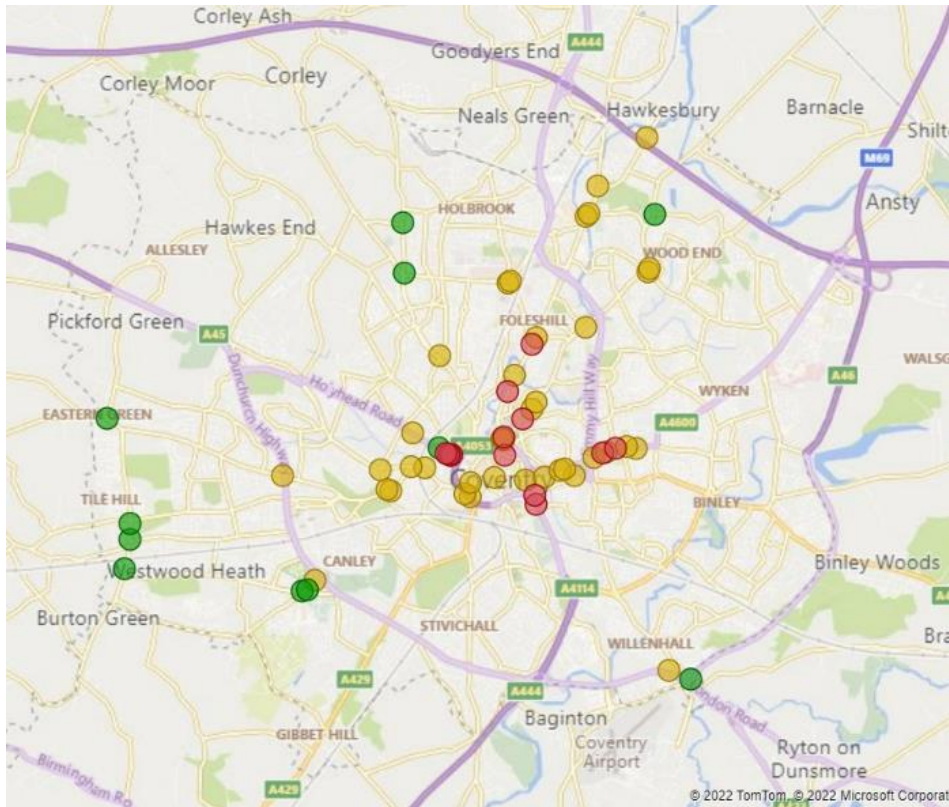
Due to the cost-of-living crisis and the dramatic increase in fuel costs, Keeping Coventry Warm supported 2,465 residents in 22/23 compared to 1,010 the year before. Furthermore, the complexity and vulnerabilities associated with these cases also increased dramatically showing the vital importance of the service in the current financial climate.

Air Quality Action Plan

Like many towns and cities throughout the UK, roadside pollution levels, especially those resulting from Nitrogen Dioxide (NO₂) emissions from traffic and Particulate Matter (PM), are a concern. NO₂ levels measured across various roadside locations in Coventry have been improving. However, poor air quality affects different communities disproportionately, some areas in Coventry do not achieve the EU and international standards.

Nitrogen dioxide (NO₂) is one of the pollutants of concern, and 'diffusion tubes' are deployed to measure levels at various roadside locations in Coventry. In 2022, 75 locations were measured. Most locations of measurement in Coventry did not exceed the limit of an annual mean concentration of 40 µg/m³; only two did, both located near to each other on Holyhead Road; this area has often been where the highest measurement have been made over the last 10 years. In general, across all locations that have taken measurements, including the areas that have consistently seen the highest levels, annual mean levels on NO₂ have been falling as a trend.

In 2019 there was a spike with most locations experiencing an increase even though it had been falling annually up to then. Levels then fell significantly in 2020, likely related to reductions in activity and traffic during the COVID-19 pandemic. Levels increased again across all sites in 2021 but dropped a little again overall in 2022. So, while the pandemic was likely a big factor behind reducing levels in 2020 and 2021, the 2022 data reveals an underlying downward trend, levels in 2022 were lower than in 2019 and in previous years measured.



The World Health Organizations' former guideline level for annual nitrogen dioxide up to September 2021 was 40 µg/m³. A more stringent 10 µg/m³ limit has since been introduced with the increasing recognition of the hazards of air pollution, and this will be reflected in future reports. None of the 75 sites measured in 2022 had an annual mean of less than 10 µg/m³, no location of measurement in Coventry meets these standards. The maps above show mean annual NO₂ levels across Coventry's diffusion tube sites in 2019 (top) and 2022 (bottom). They show green sites that have annual mean concentration of nitrogen dioxide of less than 30 microgram per cubic metre (µg/m³); amber sites between 30-39 µg/m³; and red sites with 40 µg/m³ or above.

Air Quality Action Plan

Coventry has been directed by Government to reduce roadside nitrogen dioxide levels across the city to ensure compliance with the legal threshold of 40 ug/m³. The 2022 monitoring shows that action taken to promote cycling as an alternative mode of travel to car for local journeys, and measures to decarbonise the transport network, have contributed to generally reducing levels of NO₂, with the only location that remains above the legal threshold being the eastern-most section of Holyhead Road, between Barras Lane and the ring road.

With the completion, in Autumn 2023, of the Spon End and Ring Road Junction 7 improvements, aimed at removing a congestion pinch-point on this alternative route to Holyhead Road, a key component of the Local Air Quality Action Plan (LAQAP) is now in place, and the ability to balance traffic flows between the Holyhead Road and Spon End routes into the city centre is now in place. Other measures to reduce traffic flows on Holyhead Road are now also being developed to reduce emissions at the remaining hotspot for NO₂.

Transport

Coventry Transport Strategy

The Council adopted the Coventry Transport Strategy in December 2022, setting the Council's objectives and vision for transport within the city. Core objectives are:

- Support the city's economic recovery and enable long-term growth
- Deliver a sustainable, low-carbon transport system
- Ensure equality of opportunity
- Maximise health and wellbeing and reduce health inequalities.

The metrics contained within this report reflect progress being made towards achieving these objectives, and the role that transport improvements are making to do so, although as ever there is more to be done.

Implementation of the strategy is advancing with funding secured from the City Region Sustainable Transport Settlement (CRSTS) and sources such as the Active Travel Fund to bring forward a range of schemes aimed at delivering a safe and sustainable transport network within the city. Examples are given below.

All Electric Bus City

The £130 million project (£50 million Government grant, the remainder from the bus companies) to fully electrify the bus fleet operating in Coventry reached a significant milestone in 2023 with the completion of the first order from National Express for new fully electric double decker buses. This means that 140 fully electric buses are now operating in the city, which is around half the fleet. By the end of 2025, all buses operating public services in the city will need to be fully electric, including those operating cross-boundary services into Warwickshire.

Electric Vehicle Charge Point Network

Using a mixture of Government grant and private sector funding, the Council continues to expand the public charge point network for electric vehicles across the city, with there now being charge point capacity for 1,223 cars to charge at any one time. This investment has supported an increase in the number of electric vehicles registered in the city, with around 1,800 registered in late 2022. To place this in context, Coventry has 356 EV charge points per 100,000 population, which compares to the national average of 66 EV charge points per 100,000 population.

Cycling Infrastructure

The Council has constructed around 5 km of segregated cycle routes linking Coundon and Binley to the city centre, and these are already seeing significant increases in the level of cycling on both these corridors, with 15,000 cyclists a month using the Binley Cycle Route. The delivery of a safe core cycle network that enables cyclists to complete the bulk of their journey without sharing road space with cars is essential to support the Transport Strategy and One Coventry objectives of achieving a healthier population. Sharing road space with traffic is identified as one of the key barriers to cycling when our residents have been surveyed, with many people wanting to cycle more, for environmental and fitness reasons, but being put off by the prospect of having to cycle in traffic.

Further cycle routes are at the planning stage on key corridors into the city, including Foleshill Road, London Road and Holyhead Road, whilst improved routes to the University of Warwick campus and to the Keresley Subsurface Utility Engineering (SUE) are funded with construction due during 2024.

The West Midlands Cycle Hire scheme continues to be successful in Coventry with, on average, around 2,500 journeys per week being completed.

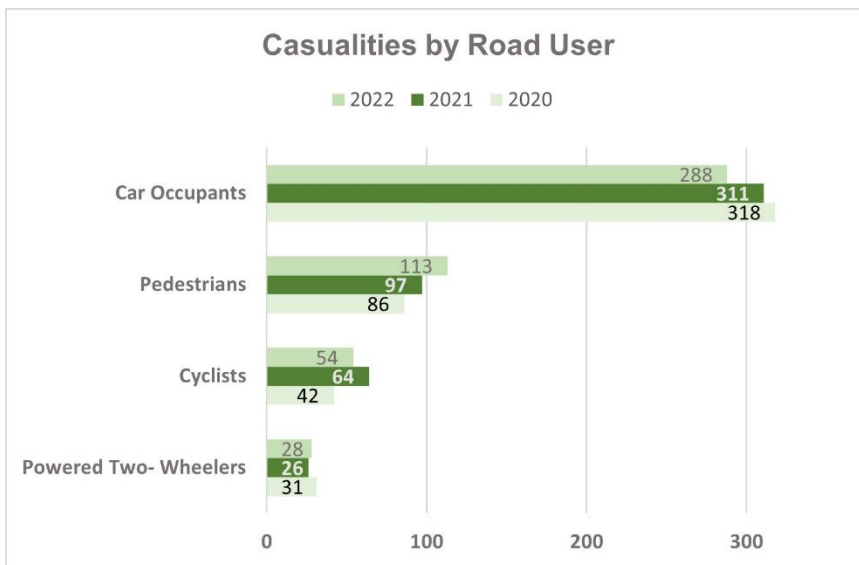
A45 Eastern Green Junction

Work continues on the construction of the new junction on the A45 that will provide the main access to the Eastern Green SUE comprising around 2,500 new homes and 15 hectares of employment land. A key milestone was the successful bridge lift that took place in August 2023, with completion of the full scheme due in 2024.

Road safety

Reducing the number of people killed or injured whilst using the transport network remains a core priority and progress continues to be seen in reducing the number of casualties, with 483

casualties in 2022 compared to 498 in 2021. That reduction also should be viewed against a background of increased travel demand as travel patterns return to more normal levels following the lower levels experienced during the pandemic.



Whilst the overall trend is positive, there are some elements, notably the number of pedestrian casualties, which are of concern having increased between 2021 and 2022.

Schemes such as the roll-out of Average Speed Enforcement onto the city’s major roads, which has proved to be successful in achieving reduced traffic speeds, and the School Streets pilots, which will see roads closed outside four schools during the times of day when children are arriving at or leaving school, are being rolled out to improve the safety of road users, and especially vulnerable road users.

The Earlsdon Liveable Neighbourhood project is also being developed, with significant input from the local community, during 2023 with the aim of implementing the scheme in 2024. This is aimed at re-purposing streets to make it easier and safer for people to walk around their local community, whilst retaining access for those who need to use a car and for service traffic.

Work also continues to upgrade traffic signals to make them operate more efficiently and to provide improved crossing points for pedestrians, with the Beake Avenue / Burnaby Road junction having been upgraded in 2023.

Maintenance

Road and footway condition data indicates that Coventry’s network is, despite financial challenges, in good condition, with a particular focus during 2022/23 having been to improve the condition of the footway network. Every traveller is a pedestrian for all or part of their journey, and therefore maintaining the footways in a good condition is essential.

Inflationary pressures, especially in the construction industry, remains a particular challenge, with the price of the raw materials used in highway maintenance increasing significantly, but work continues to maximise the efficiency of the maintenance operations as well seeking to supplement current budgets to enable more extensive maintenance programmes to be undertaken.

Our footway condition remains unchanged overall. The reasoning is that condition assessment methodology has changed following the capture and review of three years DVI data.

Our condition is now measured in a completely different way and as such the two measures provided within the plan should not be compared as they do not align.

Our true position remains unchanged, and we continue to have high volumes of defective footways compared to other authorities. This is because we have a much greater percentage of paved footways, prone to cracking and lifting. Most other authorities have mainly asphalt footways.

Public Transport

Whilst the Council does not operate bus or rail services, it does work closely with those companies and agencies who are responsible for them. Patronage on both bus and rail services remains significantly below 2019 (pre-covid) levels, and this has created significant financial challenges for both the bus and rail industry.

Working with Transport for West Midlands, the West Midlands On Demand service, which provides door-to-door public transport to supplement standard public bus services, has been expanded to cover the full city and incorporates the former ring and ride service. The service currently carries around 1,100 passengers per week with a satisfaction rating of 4.7/5 on average.

Utilising the Bus Service Improvement Plan grant, the public bus service network in Coventry has remained broadly similar to previous years, and the investment from All Electric Bus City means that the bus fleet in Coventry is modern. There will be further challenges to the bus industry, however, if patronage remains at current levels.

The rail network has faced similar challenges, not helped by the ongoing strike action, and service reliability on the Leamington – Coventry – Nuneaton line remains poor, with a high level of cancellations. New trains have been introduced on this route, however, and this will provide an opportunity to improve reliability and attract more people back to the railway.

Coventry to London fast services are progressively returning to a frequency of three trains per hour, and the changed timetable has seen two trains an hour running non-stop to London, giving a journey time of only 54 minutes. This will again provide an opportunity to attract passengers back to the railway.

Tackling the causes and consequences of climate change metrics

Metric	Previous	Current	Comparators	Progress	Target	Status
Carbon dioxide emissions from local authority operations	9,009 tonnes (-3.%) (2021/22 estimate)	8,273 tonnes (-8%) (2022/23 estimate)	N/A	✓	To decrease	⊘
Increased use of renewable energy and heat decarbonisation	New metric, no data available	New metric, no data available	N/A	⊘	To increase	⊘
Air quality Nitrogen dioxide levels (NO2) - number of sites monitored where average annual concentrations exceed 40 µg/m3 (the legal limit)	2 out of 72 (3%) (2021)	2 out of 75 (3%) (2022)	N/A	=	To decrease	⊘
CDP carbon disclosure score	B (2021/22)	B (2022/23)	N/A	=	A	✗
Proportion of trips into/out of central Coventry made by car (Survey)	71% (2021)	N/A biennial indicator(2022)	TWM 62% (2021)	⊘	To decrease	⊘
Road casualties by road user type - car occupant	58% (311/532) (2021)	56% (288/517) (2022)	WMCA 65% (2021), England 55% (2021)	✓	To decrease	⊘
Road casualties by road user type - pedestrian	18% (97/532) (2021)	22% (113/517) (2022)	WMCA 16% (2021), England 13% (2021)	✗	To decrease	⊘

Metric	Previous	Current	Comparators	Progress	Target	Status
Road casualties by road user type - cyclist	12% (64/532) (2021)	10% (54/517) (2022)	WMCA 9% (2021), England 13% (2021)	✓	To decrease	⊘
Road casualties by road user type - powered two-wheeler (includes pillion passengers)	5% (26/532) (2021)	5% (28/517) (2022)	WMCA 5% (2021), England 5% (2021)	⊞	To decrease	⊘
Electric vehicle charging points in the city	403 (2021)	715 (2022)	N/A	✓	To increase	⊘
Usage of electric vehicle charging points in the city	88,383 kWh (2021)	229,847 kWh (2022)	N/A	✓	To increase	⊘
Principal roads (A roads) in a good/acceptable condition	98% (2021/22)	99% (2022/23)	N/A	✓	95%	✓
Non-principal roads (B and C roads) in a good/acceptable condition	98% (2021/22)	98% (2022/23)	N/A	✓	95%	✓
Unclassified roads in a good/acceptable condition	81% (2021/22)	88% (2022/23)	N/A	✓	85%	✓
Pavements in a good/acceptable condition	46% (2021/22)	75% (2022/23)	N/A	✓	70%	✓
Council vehicles that are zero carbon emission	72 (31/03/2022)	73 (31/03/2022)	N/A	✓	To increase	⊘
Household waste recycled and composted	28.6% (2021/22)	30.5% (2022/23 provisional)	WMCA 31.6% (2021/22),	✓	To increase	⊘

Metric	Previous	Current	Comparators	Progress	Target	Status
			England 42.5% (2021/22)			
Biodiversity net gain (measure of tree planting and biodiversity)	Metric to be defined, no data available	Metric to be defined, no data available	N/A	⊘	To increase	⊘
Advice on carbon reduction and green measures to schools	Metric to be defined, no data available	Metric to be defined, no data available	N/A	⊘	To increase	⊘
Advice on carbon reduction and green measures to businesses	N/A	97 business supported, over 1,300 tonnes carbon saved 2022/23	N/A	⊘	To increase	⊘
Number of planning policies in line with the Global Goals for climate action	Metric to be defined, no data available	Metric to be defined, no data available	N/A	⊘	To increase	⊘
New funding for environmental technologies and management	Metric to be defined, no data available	Metric to be defined, no data available	N/A	⊘	To increase	⊘



Continued financial sustainability of the Council



One Coventry Plan

Continued financial sustainability of the Council



www.coventry.gov.uk/performance

Digital Inclusion #CovConnects

Embedding and enabling a digital inclusion infrastructure across council services, health partners and the Voluntary, Community and Social Enterprise (VCSE) sector.

Core offer- Skills, Connectivity and Devices

The #CovConnects core offer includes five digital drop sessions at five community locations across the City, in partnership with Adult Education and EnV Digital Champions, offering informal basic digital skills and support in a person centred manner. We have so far provided 205 hours of digital drop in hours and over 430 digital champion volunteer hours, providing vital support to some of our most digitally excluded residents.

The #CovConnects Device Bank enables VCSE and internal Council services to apply for devices to support digitally excluded residents in Coventry. Each project is supported by the #CovConnects team to ensure that wider support around skills, confidence and accessibility are also provided in addition to the devices, which reflects the individual needs of the community or residents. To date we have gifted over 680 devices across 30 organisations and 3 service areas.

Residents can access free connectivity across frontline Council services such as Customer Service Centre, Libraries and Family Hubs, and across a growing number of VCSE community hubs, totalling 34 Databank distribution points across the city. This includes up to six months worth of data, texts and calls from the National Databank.

Case Studies

In addition to the core offer, we have delivered a wide range of bespoke digital inclusion projects and activities working in partnership with approx.75 organisations across the public, private and VCSE sector. We follow a community-based approach to digital inclusion and health participation, as exemplified in the following case studies:

1. #CovConnects worked with Life Path Trust, an organisation providing support and day services to autistic residents and residents with learning disabilities, to enable non-verbal residents enhanced communication via tablet devices pre-loaded with AAC Software (Alternative and Augmentative Communication) in the form of applications such as 'I Can Communicate! And the AAC App'. This initiative involved device donations and developing staff skills.
2. Dementia and digital workshops have been held on a monthly basis at the newly established Coventry Partnership Dementia Hub. Attendee feedback confirms that the workshops have been highly successful. One attendee described her experience as "I feel like a new person." The workshops cover different aspects of the online world, including the using a smart device and making the most of applications. Further opportunities to explore virtual reality (VR) and accessible digital and data literacy

interventions for dementia reminiscence, including the use of playful, game-based skills delivery such as ‘Game of Phones’ is underway in partnership with Coventry University.

- #CovConnects has partnered with games-based Shree Mandhata to provide devices, connectivity and person-centred digital support to 20 older adults in the Foleshill area of Coventry. Additional support has been secured via O2 Virgin Media. Social value volunteering and future sustainable delivery is now being explored via Sky Up Digital Hub connectivity and Barclays Digital Champion training.

Increase in self-service transactions

Self-service transactions have increased from 415,254 to 432,473 in 2021/2022, broken down in the following key categories:

Process name	Self Transactions
Book a tip visit	192128
Coventry HAF - Bookings	36286
Community support form	13203
Council Tax - Change of address	12627
Street scene	9691
Adult Social Care - Referral form	7557
Report a missed bin	6371
Customer satisfaction survey	6180
Bin requests	6166
Book a bulky waste collection	5805

Gigabit internet connectivity Coverage

As a baseline it is noted that 99.8% of Coventry households can access good quality fixed internet connectivity, which is defined by the UK government as a data service that provides fixed download speeds of at least 10Mbit/s and upload speeds of at least 1Mbit/s. The telecoms regulator Ofcom measures access to and the performance of fixed internet connectivity and the mobile network in its Connected Nations reports.

In terms of gigabit internet connectivity, Coventry is the top-ranked local authority in the West Midlands region and is joint 2nd (with Worthing) in the UK.

In May 2023, gigabit availability covered 96.5% of households in Coventry with 94.8% of households able to access Full-Fibre. This is an improvement on the local position in January 2022, where gigabit availability covered 94.8% of households and 91.9% had full-fibre access.

For context it should be noted that only 75% of residential premises across the UK can receive gigabit and only 52% of homes have access to Full-Fibre.

According to Ofcom, the number of residential properties in Coventry in May 2023 was 151,228 with 150,819 matched to an internet connectivity operator.

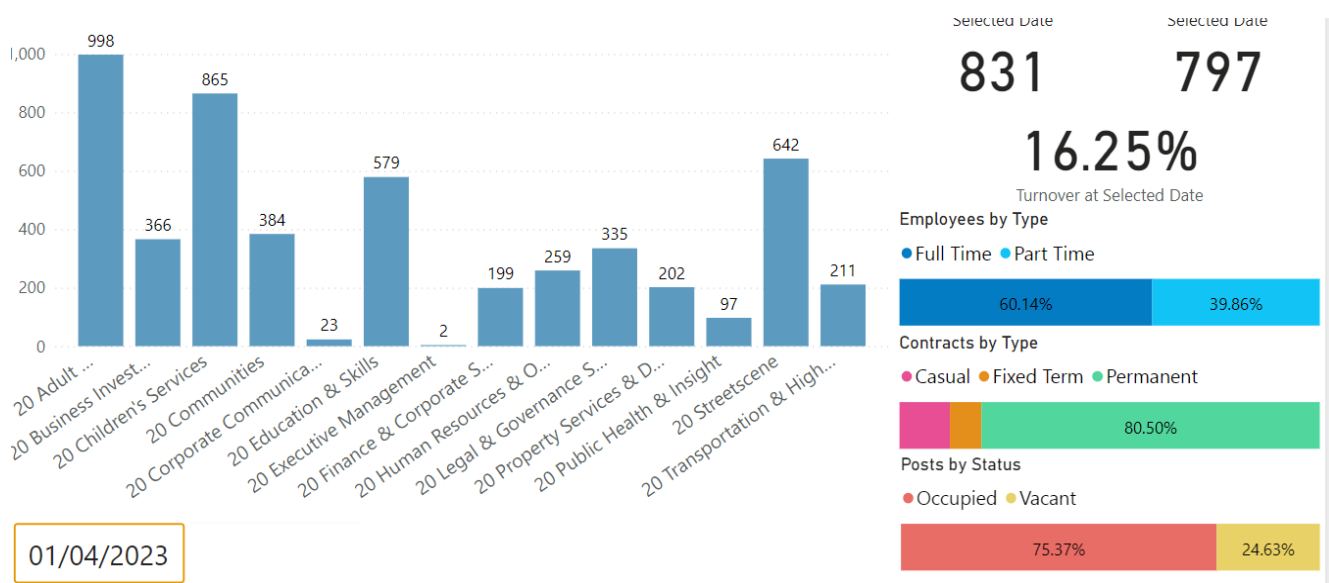
Decent internet connectivity can also be accessed through the mobile network using 4G services. As of May 2023, 95.36% of all premises have a reliable signal for 4G services while indoors from all four network operators (EE, O2, Three & Vodafone), an increase from 86.06% in January 2022.

As of May 2023, 97.38% of properties within Coventry were able to receive a 5G signal when outdoors from at least one of the four network operators.

Our Workforce

Workforce Profile

All Workforce data is as of 1 April 2023. Whole workforce figures are used, based on headcounts, excluding schools and casual workers.



Coventry City Council's gender profile confirms that 69.1% of the workforce are female and 30.9% are male.

Female representation is higher than the overall city's employed female population of 47.8% and the female resident population of 49.4%.

Male representation is lower than the overall city's employed male population of 52.2% and the male resident population of 50.6%.

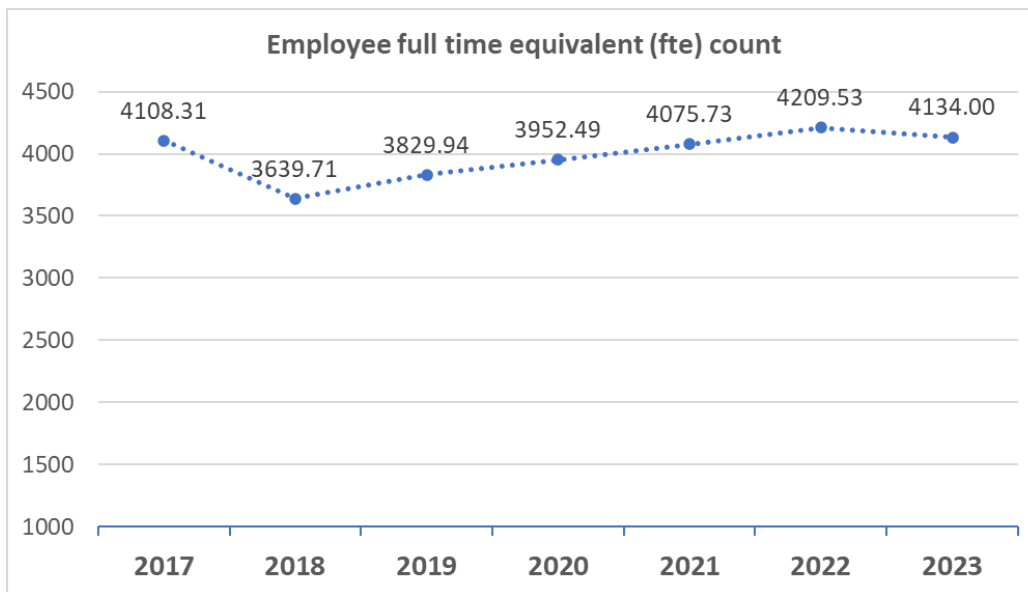
65.3% of the council's workforce is White British (includes English, Scottish, Welsh and Northern Irish), this is higher than the 55.3% of resident population who describe their ethnicity as White British.

Circa 21% of the council's workforce are from a Minority Ethnic background. This is lower than the 28.2% of Coventry's resident population (aged 16-64) who are in employment and the overall 26.2% of Coventry residents who are from a Minority Ethnic group. It should be noted that 10.9% of the ethnicity of the Council's workforce is unknown. Steps are being taken to address this data gap.

6.7% of the council's employees have declared a disability, this compares to 17.7% of all Coventry's residents. The disability status of 13% of the workforce is unknown.

75.3% of the council's employees are aged between 35 and 64 years old. This is higher than the Coventry's employed population which stands at 58.5%

Decrease in full-time equivalent (fte) employees



There were 4,134 full-time equivalent (FTE) employees in the Council at the end of March 2023, a decrease of 75.53 FTE compared to a year ago. This is the first year there has been a decrease since 2018.

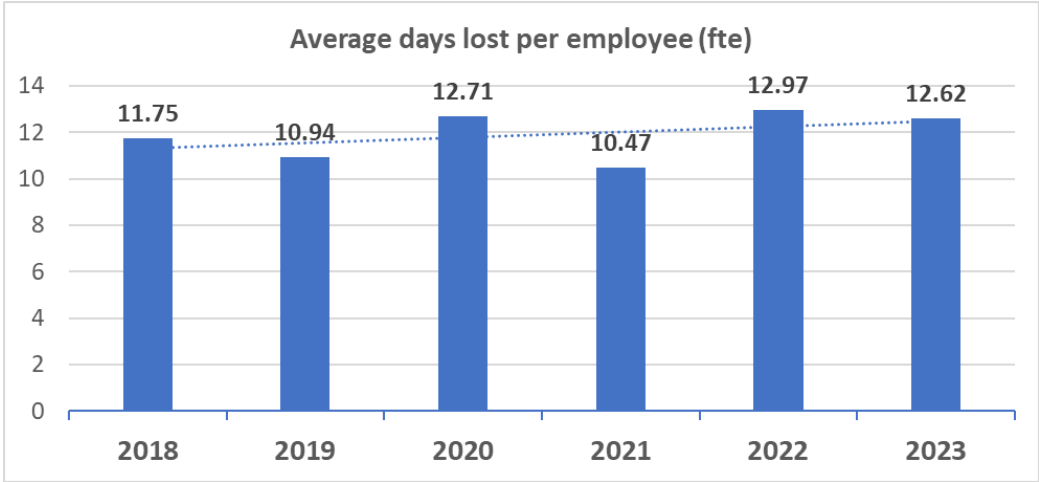
Reduction in sickness absence

In 2022/23 12.62 days per FTE were lost due to sickness absence (excluding schools), indicating a slight decrease compared to 12.97 in the previous year.

The top two reasons for absence were stress, depression and anxiety followed by musculoskeletal problems, this mirrors the previous year. Infections, cold and flu was the third highest cause of absence, this was COVID related in the previous year.

To support the reduction of absence, particularly in respect of stress, depression, anxiety and musculoskeletal problems a number of new initiatives have been introduced over the course of the year. These include mental health clinics, which operate three days a week and Well-being Wednesdays which is a clinic open to all staff wanting to access health advice. Other initiatives include menopause training and mental health training which are open to all. The existing MSK (Musculoskeletal) clinic, ergonomic support and podiatry clinics continue to operate.

Since implementing the new 'Enabling Attendance Policy' and procedure there has been a slight reduction in sickness compared to the previous year. The focus of the policy is to keep people well in work and support managers to make the best decisions for their staff. We will continue to work to reduce absence further.



In the last year we introduced the second stage of our recognition and reward scheme, the quarterly Spire awards. This award recognises the exceptional contribution employees make in delivering our organisational values; promotes the inclusive culture we aim to build and provides an opportunity to show colleagues that they are valued and their efforts appreciated.



Workforce Equality Diversity and Inclusion

We are committed to being a better and more inclusive and diverse employer. In May 2022, the Council resubmitted for the Employers Network for Equality & Inclusion's Talent, Inclusion, Diversity & Evaluation (TIDE) assessment. In 2020 we achieved a score of 54%, in 2022 we achieved a score of 79% which places Coventry at the 'Embed' stage of the TIDE Road Map. Due to the significant progress, ENEI announced in November 2022 that Coventry City Council had been awarded the Silver Standard.

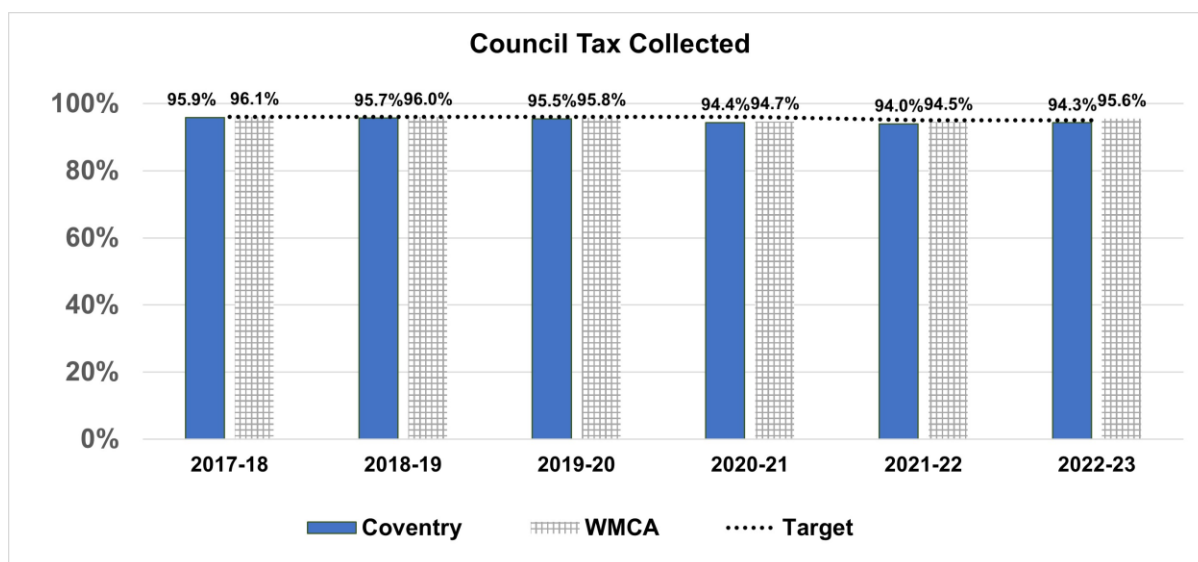
However we are not complacent and continue with a robust and engaging programme of activities:

- In September 2022, the Council launched the Calibre Talent Development Programme for colleagues who have a disability or long-term health condition, this is our third positive action programme. Twelve participants graduated in 2023 and have subsequently taken on projects, in collaboration with HR which includes streamlining the reasonable adjustments process and improving the recruitment system for visually impaired candidates.
- Anti-racism training was delivered to over 1200 employees across the Council and in Autumn 2023 Disability Inclusion for Managers training programme has been launched.
- In February 2023, we increased our knowledge of our workforce by launching a data collection campaign, encouraging employees to update their Equality and Diversity information within the 'My Employment' section of the HR database. Progress will enable the Council to compare the data against the 2021 census. Our next target is to further reduce the number of 'unknown' fields across all equality and diversity categories, to secure more robust data on our workforce demographics.
- A mandatory D&I objective was introduced into the 2023-24 appraisal window for all colleagues at Grade 7 and above. Colleagues can select a target from a range of grade appropriate objectives which range from "attend D&I training" to "hold regular discussions on the importance of embedding Diversity & Inclusion with your team".
- The five Employee Networks continue to grow and provide valuable support and networking opportunities for their members, with some networks doubling their membership over the last 12 months, for example the Women's Network has grown from 110 to 233 members.
- Finally, we have introduced a quarterly D&I Board meeting, which is chaired by Cllr Brown and Cllr Khan. It is attended by representative Directors, Heads of Service, Trade Unions and colleagues from across the employee networks. The Board aims to promote D&I activities in each service area as well as considering any barriers to progress.



Council tax collection







The in-year council tax collection rate increased by 0.3 percentage points in 2022/23 rising from 94% to 94.3%. Whilst this remains below pre pandemic levels of in year collection, it nevertheless represents a positive improvement within the context of the ongoing cost of living challenge.



Business rates collection

The collection of business rates recovered to pre pandemic levels in 2022/23, improving from 95.7% to 98%. The improvement suggests some level of recovery from the impacts of the COVID pandemic despite a difficult trading environment in the ongoing cost of living challenge.

Continued financial sustainability of the Council metrics

Business rates total rateable value (and collection rate)	£315m 95.7% (2021/22)	£316m 98.0% (2022/23)	WMCA 95.7% (2021/22), England 95.5% (2021/22)		≥ 98%	
Council tax collection rate	94.0% (2021/22)	94.3% (2022/23)	WMCA 94.5% (2021/22), England 95.8% (2021/22)		≥ 95%	
Core employee headcount (full-time equivalents, FTE)	4,209.53 (March 2022)	4,134 (March 2023)	N/A		None set	

Metric	Previous	Current	Comparators	Progress	Target	Status
Council staff sickness absence (rolling twelve-month period)	12.97 days per fte (2021/22)	12.62 days per fte (2022/23)	N/A		To decrease	
Spend on agency staff	£8,914,227 (2021/22)	£8,699,483 (2022/23)	N/A		To decrease	
Participation in the staff survey	1,323 (27%) (September 2021)	1,304 (32%) (July 2022)	N/A		To increase	
Workforce representative of the age, gender, and ethnic profile of the city	Metric to be developed	Metric to be developed	N/A		To increase	
Number of transactions completed through self-service channels	415,254 (2021/22)	423,473 (2022/23)	N/A		To increase	
Households with access to full fibre and/or gigabit internet	Metric to be redefined, no data available	Metric to be redefined, no data available	N/A		To increase	
Households at risk of digital exclusion (Measure of digital inclusion/exclusion)	Metric to be defined, no data available	Metric to be defined, no data available	N/A		To decrease	
Sustainable medium-term financial position	Balanced budget 2022/23 – future years show a deficit	Balanced budget 2023/24 – future years show a deficit	N/A		Sustainable	

Metric	Previous	Current	Comparators	Progress	Target	Status
Savings targets met	100% delivered - £8.9m (2021/22)	85% delivered - £2.7m out of £3.2m (2022/23)	N/A	✘	To increase	⊙
Balanced budget position in year	Balanced (2021/22)	£6.7m overspent (2022/23 provisional)	N/A	✘	To improve	⊙





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