

Scrutiny Co-ordination Committee

21 August 2025

Cabinet

26 August 2025

**Name of Cabinet Member:**

Cabinet Member for Policy and Leadership - Councillor G Duggins

**Director approving submission of the report:**

Director of Planning and Performance

**Ward(s) affected:**

None

**Title:**

**One Coventry Plan Annual Performance Report (April 2024 - March 2025)**

---

**Is this a key decision?**

No - although the proposals affect more than two electoral wards, the impact is not expected to be significant.

---

**Executive summary:**

Our One Coventry approach helps to shape the way the Council works with its partners to improve the city and improve people's lives. It includes the Council's vision and priorities, new ways of working, and core areas of activity to deliver the One Coventry Plan objectives, key strategies, and approaches. A One Coventry approach puts the needs of our communities at the heart of our continued vision to improve the health and wellbeing of our residents.

For each objective within the One Coventry Plan, the One Coventry Plan Annual Performance Report April 2024 - March 2025 appended to this report sets out the trends, where appropriate - actions taken, and performance metrics to provide an assessment of the progress made against previous years and to benchmark against other places. The appendix also includes case studies to capture impacts that are less easy to measure numerically.

One Coventry Plan 2022-2030 performance is measured against 74 metrics. 7 are unable to be reported on this year as information is not available and 1 has not been fully

developed and has been recorded within the 'progress not available indicators'.

Of the 66 metrics currently available, for 5 of them we cannot say whether they have improved or not because there isn't a clear desirable direction of change or because we only have data for this year. In summary, for the remaining 61 indicators, 67% (41/61) of the directional metrics (excluding cannot say or not available) they have improved or stayed the same.

### **Recommendations:**

Scrutiny Co-ordination Committee is requested to:

- 1) Consider the Council's progress as set out in the performance report attached at Appendix 1 to this report.
- 2) Identify any recommendations/comments for consideration by Cabinet at their meeting on 26<sup>th</sup> August 2025.
- 3) Identify any areas for further scrutiny and assign responsibility for overseeing this work.
- 4) Note the approach for the mid-year progress report.

Cabinet is requested to:

- 1) Consider any recommendations/comments made by Scrutiny Co-ordination Committee
- 2) Approve the performance report attached at Appendix 1 to this report.
- 3) Consider the Council's performance this year and identify areas that they wish to address in further detail
- 4) Note the approach for the mid-year progress report.

### **List of Appendices included:**

Appendix 1 – One Coventry Plan Annual Performance Report April 2024 - March 2025

### **Background papers:**

None

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

Yes, 21<sup>st</sup> August 2025

### **Has it or will it be considered by any other Council Committee, Advisory Panel or**

**other body?**

No

**Will this report go to Council?**

No

## Report title:

### One Coventry Plan Annual Performance Report April 2024-March 2025

#### 1. Background

- 1.1 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 current Plan, last refreshed in 2022, covers the period from 2022-2030.
- 1.2 It sets out three delivery priorities:
  - Increasing the economic prosperity of the city and region.
  - Improving outcomes and tackling inequalities within our communities.
  - Tackling the causes and consequences of climate change.And two enabling priorities:
  - Continued financial sustainability of the Council.
  - The Council's role as a partner, enabler and leader.
- 1.3 An annual review is a high-level report that sets out the progress made towards the One Coventry Plan. For each objective, the appendix sets out data relevant for comparison on a longer-term basis, the trends and comparisons using replicable and repeatable metrics.
- 1.4 In October 2024 it was agreed to continue with an annual report as the primary review report, with six-monthly updates to review progress mid-year. Mid-year reporting has not been possible as many of the indicators are annual.
- 1.5 Further information including infographics, open data, maps, and a publication schedule are available at [www.coventry.gov.uk/infoandstats/](http://www.coventry.gov.uk/infoandstats/)

#### 2. Context

- 2.1 The One Coventry Plan 2022-2030 is measured against 74 metrics. 7 are unable to be reported this year as information is not available and 1 has not been fully developed and has been recorded within the 'progress not available' indicators.
- 2.2 Of the 66 metrics currently available, for 5 of them we cannot say whether they have improved or not because there isn't a clear desirable direction of change or because we only have data for this year. Amongst the remaining 61 indicators, 34 have improved their position; 7 remained the same and 20 have declined

In summary, for the remaining 61 indicators, 67% (41/61) of the directional metrics (excluding cannot say or not available) improved or stayed the same.

- 2.3 Against the priority of 'Increasing the economic prosperity of the city and region', we have made progress in areas including regional gross domestic product (pound per head), City Centre footfall, Visitor trip and Resident employment rates. Our

Unemployment rate has declined and the number of Job Shop customers going on to get jobs has increased.

2.4 Against this economic prosperity priority, there are 3 indicators that did not show progress this year:

- The number 16–17-year-olds not in education, employment, or training (NEET) and the number of school leavers aged 16+ continuing to a sustained education, apprenticeship or employment destination (2 indicators) worsened.

In 2024, 4.1% of Coventry's 16–17-year-olds were NEET, an increase from 3.5% in 2023. This is in the context of year-on-year improvements in recent years, reaching a relatively low level and Coventry's performance remains better than the England average at 5.4%. In 2024 91.2% of the 2022/23 16 school leavers had continued to a sustained outcome; while this is slightly down from 92.1% for the previous cohort, it is similar rate to the average for similar areas (Statistical Neighbourhoods) which was 91.5%.

Coventry City Council works with Prospects to track and engage NEET young people, by: systematic tracking and follow-up; strong partnerships with schools, colleges, the Coventry Job Shop, and training providers; and high-quality careers education, advice, and guidance in schools and colleges. These efforts help Coventry's young people access the right education and training, seize opportunities, and reach their full potential.

- The number of active enterprises (and rate per 10,000 adult population) reduced.

The total number of businesses registered in Coventry reduced a little, from 10,335 in 2023 to 9,970 in 2024; the vast majority are small businesses, so this shows a reduced number of small businesses. This drop reflects ongoing business challenges, including high operating and borrowing costs, and weaker consumer demand due to the cost-of-living crisis. These pressures are also limiting business investment.

The Council continues to deliver support to local business, supported through the UK Shared Prosperity Fund, Business Growth West Midlands has delivered: Account Management to help businesses overcome growth barriers; Tailored support on decarbonisation and energy efficiency; and help for start-ups, social enterprises, and investment readiness from specialist partners.

2.5 Against the 'Improving outcomes and tackling inequalities within our communities' priority there is progress in reducing crime, improving educational outcomes including Key Stage 2 expected standard in reading, writing and maths. A reduction in repeat referrals to children's social care, the percentage of new children in care who were previously in care has gone down. Importantly male and female life expectancy at birth has increased and there is increasing overall satisfaction of people who use services for their care support.

2.6 Against this 'improving outcomes and tackling inequalities' priority, progress is shown

to have not been achieved in the following indicators:

- The number of first-time entrances to the youth justice system

This increased from 38 in 2023/24 to 50 in 2024/25. West Midlands Police have improved handling of knife crime and offensive weapons, resulting in more First Time Entrants (FTEs) as offences and disposals increase. The increase should be seen in the context that the number had been on a reducing trend since 2016, and that Coventry's rate is lower than similar areas ('family group average') and the average for England overall.

- The level of development at age 5

The proportion of 5-year-olds in Coventry who are at a 'good level of development' reduced very slightly from 63.9% in 2023 to 63.3% in 2024. This is following a three-year improvement trend.

Coventry Speech and Language Team and the Early Years Advisory Team have implemented a series of three training courses to improve practitioner knowledge and skills in early years providers. This supports earlier identification of speech, language and communication difficulties and ensures timely intervention.

The Early Help Partnership's Strategy for 2023-2025 outlines our shared vision and ambition for Coventry to be "the best city in the UK for all our children, young people, and their families, to live and grow up in." Early help is primarily delivered through the 8 Family Hubs across the city. The Family Hub Offer continues to be a national trailblazer with Coventry included in an independent national evaluation of best practice and the work receiving national acclaim.

- The number of overweight or obese children.

The proportion of Coventry 10-11 years olds measured as overweight or obese increased slightly from 40.5% in 2022/23 to 40.8% in 2023/24, although the increase is not considered statistically significant.

Amongst other initiatives, Coventry continues to take part in a national research study evaluating the impact of providing additional resources for parents as part of the National Childhood Measurement Programme. Overall response to the project has been positive.

- The number of children living in low-income families has increased

From 19,700 in 2022/23 (28.2% of all children under 16) to 20,404 in 2023/24 (28.4%). This will be heavily influenced by national economic trends and the cost-of-living crisis, it is increasing across the country.

We use data held within the Council's council tax and benefits systems to identify some of our most financially vulnerable households and the additional council and government support which they're not currently receiving but might be entitled to.

In 2024/25 we supported 13,398 individual households through the Household Support Fund, ensuring timely access to essential support: including receiving food support, energy support, clothing vouchers, and other support.

The Holiday Activities and Food (HAF) programme aims to support children eligible for benefits-related free school meals through the holiday periods through activities and experiences coupled with healthy food and support to families. Our full-year 2024/25 programme helped approximately 5,580 eligible children and young people plus thousands of other family members.

- The number of fly-tipping incidents reported.

This increased from 5,925 incidents reported in 2023/24 to 6,428 in 2024/25. This could be as a result of a proactive awareness raising campaign aimed at encouraging people to report fly-tipping when they see it. This has also led to more enforcement action being taken.

We increased the fines for environmental offences from November 2024, announced alongside a communications campaign, highlighting this issue and asking residents to let us know who is committing these crimes. This campaign, including the online 'Wall of Shame' has produced encouraging results, both in terms of public engagement but also tip-offs, which have led to action being taken and Fixed Penalty Notices being issued.

We work alongside many community groups who carry out litter picks and community events highlighting these issues and this group of volunteers and street champions play an important role in helping to raise pride in their communities.

Cameras are strategically deployed to areas with a high incidence of fly tipping, and their locations are regularly reviewed to ensure we are targeting the most problematic sites. The Council has invested additional funding in this area as it is a key priority. We will be installing six additional cameras in fly-tipping hot spot locations across the city to deter and capture illegal activity.

– The number of children in care (but this has reduced when not including unaccompanied asylum-seeking children and young people)

The total number of children in care increased from 674 in March 2024 to 688 in March 2025. The increase is related to unaccompanied asylum-seeking children and young people however – when you do not include these there has been a safe reduction year-on-year in the number of children and young people in care in Coventry since in the introduction of Coventry Family Valued Project in April 2021. The number of children in care (not including unaccompanied asylum-seeking children and young people) has reduced from 735 in 2021, to 627 in 2024, and by the end of March 2025 it fell to 614.

A key part of Family Valued was reunification, and since June 2021, 52 children and young people have returned home through this focus.

The continued focus on embedding the Coventry Family Valued Project, alongside a commitment to delivering high-quality support for children and families, has contributed to a positive reduction in the re-referral rate to children social care, as mentioned above; from 20.9% in March 2024 to 18.6% at year-end 2024/25. This compares to an England average at 22.4%.

– The number of homelessness cases prevented and relieved

This reduced only very slightly from 1,164 in 2023/24 to 1,161 in 2024/25 – essentially indicating a consistent level of support this year and we were able to help a higher proportion of households that contacted us for help than in the previous year. 51% of those at risk were able to stay in their current home or move into another suitable place, up from 43% the year before. We also helped more people who had already lost their homes; 25% were supported into suitable accommodation, up from 22% the previous year.

We continue to face serious challenges, especially due to the limited supply of affordable homes, both for rent privately and through social housing.

2.7 Against our priority ‘Tackling the causes and consequences of climate change’ progress has been made in a number of the key metrics. Road casualties by road car occupants, cyclist and powered two-wheeler have all decreased. We have increased the number of electric vehicles charging points and their use across the city as well as advice sessions given to schools and business on carbon reduction and green measures.

2.8 Against this ‘climate change’ priority, we have not made the desired progress in the following indicators:

- Our CDP carbon disclosure score

CDP is a respected global non-profit organisation that runs the world’s largest system for tracking and reporting environmental impact. It is recognised by the UK Government and provides a platform for cities, companies, and regions to understand their environmental performance, compare with others, and follow best practices.

In 2024, Coventry City Council received a “B” score from CDP. This is slightly lower than the “A-” score achieved the previous year, but still matches the average score for cities in the region and around the world. The CDPs increased range of scrutiny and rigour in the environmental reporting and having to submit answers by the deadline prior to the Council adopting the new Climate Change Strategy may have contributed to the drop in score this year.

Despite this, the Council remains fully committed to improving its performance and aims to achieve an “A” score next year. With the new Climate Change Strategy now in place and publicly available, the Council is confident it can build on its progress and strengthen its environmental leadership.



- The number of principal roads or unclassified roads in a good/acceptable condition (2 indicators)

The percentage of principle roads in a good or acceptable condition reduced very slightly, from 98% in 2023/24 to 97% in 2024/25, and for unclassified roads it decreased very slightly from 87% to 86%. However, these rates are better than the national average, so overall they are in relatively good condition. Year upon year of inflationary pressure, especially in the construction industry, has been a challenge, with the increased price of the raw materials used in highway maintenance.

- Pavements without defects present

46% of pavements were without defect in 2024/25, this is slightly down from 48% in 2023/24. It is important to note that we continue to have relatively high volumes of defective footways because we have a much greater percentage of paved footways, prone to cracking and lifting whereas most other authorities have mainly asphalt footways. As with roads mentioned above, the cost of materials for maintenance due to inflation is a challenge.

- Pedestrian road casualties

The number increased slightly from 89 in 2023 to 98 in 2024. This should be seen in the context that this number had fluctuated up and down in recent years and is lower than 113 in 2022. Also, the number of all other types of road casualties reduced in 2024, as mentioned above, and the total number of casualties is notably down and has been on a reducing trend since 2021.

The Average Speed Enforcement programme continues to be implemented on routes across the city. The first School Streets schemes are now in place. These involve roads being closed outside five schools during the times of day when children are arriving at or leaving school. Work also continues to upgrade traffic signals to make them operate more efficiently and to provide improved crossing points for pedestrians, further funding was secured to deliver improved crossings during 2024/25.

- The amount of household waste recycled and composted.

In 2024/25 32.0% of household waste was recycled and composted, down from 34.2% in 2023/24. For further context, in 2024/25, Coventry generated approximately 115,000 tonnes of municipal waste in total, with just 3.2% sent to landfill.

Efforts are ongoing to identify and overcome barriers to recycling participation and to encourage more residents to engage with recycling services. To support these efforts, all recycling collection vehicles are now equipped with in-cab data collection systems. These devices gather detailed, service-specific information about the waste collected, enabling the council to better understand recycling behaviours and target education and support to areas where it's needed most.

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

- 3.1 No consultation has been undertaken in relation to this report.

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

- 4.1 There is no timescale for a decision linked to this performance report.

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

#### **5.1 Financial implications**

There are no direct financial implications from this report, however governance and delivery of the Council's objectives will have an impact on the Council's overall financial position and external Value for Money assessment.

#### **5.2 Legal implications**

The Government's Local Government Transparency Code sets out the minimum data that local authorities should be publishing; the frequency it should be published; and how it should be published. There is no requirement placed on local authorities to publish a report on its performance or any requirement on the Council to publish performance on any indicators or metrics.

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

### **6. Other implications**

#### **6.1 How will this contribute to achievement of the Council's key priorities?** (<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>)

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

Performance tools are being developed to enable in-year monitoring of the key contributory measures that drive progress on the One Coventry Plan metrics.

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

Risk is being managed through the current performance reporting and overview approach comprising service reporting and regular meetings and briefing of Cabinet members.

The Leadership Board have been developing a new corporate leadership dashboard

to increase monitoring and visibility of service delivery.

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

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

### **6.4 Equalities / EIA**

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

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

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

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

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

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

**Report authors:****Clare Boden-Hatton**

Director of Planning and Performance

**Sunairah Miraj**

Head of Performance, Data and Continuous Improvement

**Service Area:****Performance and Business Insight****Contact:**[Clare.Boden-Hatton@coventry.gov.uk](mailto:Clare.Boden-Hatton@coventry.gov.uk)[Sunairah.Miraj@coventry.gov.uk](mailto:Sunairah.Miraj@coventry.gov.uk)

Enquiries should be directed to the above persons.

Contributor/ approver name	Title	Service Area	Date doc sent out	Date response received or approved
<b>Contributors:</b>				
Suzanne Bennett	Governance Services Officer	Law and Governance	28/07/25	28/07/25
Oluremi Aremu	Head of Legal and Procurement Services	Law and Governance	28/07/2025	28/07/2025
Leadership Board	-	-	09/06/25	11/06/25
<b>Names of approvers for submission:</b> (officers and members)				
Barry Hastie	Director of Finance and Resources	Finance	28/07/25	29/07/25
Ewan Dewar	Head of Service Finance	Finance	28/07/25	29/07/25
Julie Newman	Director of Law and Governance	Law and Governance	28/07/25	04/08/25
Claire Boden-Hatton	Director of Planning and performance	Planning and Performance	31/07/25	31/07/25
Councillor G Duggins	Cabinet Member for Policy and Leadership	-	12/06/25	12/06/25

This report is published on the council's website: [www.coventry.gov.uk/councilmeetings](http://www.coventry.gov.uk/councilmeetings)