ONE COVENTRY PLAN

2025/2026 Annual Performance Report

Coventry City Council

coventry.gov.uk

Contents

Foreword

“I am proud to introduce this year’s One Coventry Plan Annual Performance Report. It reflects a council and a city working together, through real challenges, to deliver lasting improvements for our residents.

“This year has seen genuine successes. An ‘outstanding’ Ofsted rating for Children's Services, a ‘good’ Care Quality Commission rating for Adult Social Care Services, falling crime, record tourism, and a balanced budget delivered with prudence and care. None of this happens by chance. It is the result of hard work across our services and with our partners.

“The targets we have set ourselves within this report are deliberately ambitious targets. Coventry will not become a better, fairer, more sustainable city by aiming for what is easy. We aim for what is right, even when that means acknowledging the distance still to travel.

“I want to thank everyone who has contributed to this year’s progress, and I look forward to building on it together.”

Cllr George Duggins
Leader of Coventry City Council

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 an ambition that 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 corporate plan: The One Coventry Plan 2022-2030 was informed by Coventry residents and outlines the 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; to make the biggest positive difference to the lives of those who live work and study here. It can be read here: One Coventry Plan. 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. 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.

Our plan focuses on three key delivery priorities measured against 88 Key Indicators – (1) increasing economic prosperity, (2) improving outcomes and tackling inequalities, and (3) tackling climate change – supported by an enabling priority of maintaining a financially sustainable council. Achieving these goals means working beyond what the Council can do alone: partnering as a city leader, enabler, and anchor institution to mobilize everyone's efforts. Our plan is community-focused and reflects what people told us about Coventry's needs and aspirations

How we measure progress

- We track our progress through a framework of 88 performance indicators aligned to the One Coventry Plan's priorities. This year-end report shows how we performed on each priority as of 31 March 2026, using the latest available data for each measure. We identify trends and provide key metrics, supplemented by case studies and qualitative insights, to assess progress. We also compare Coventry's performance to regional and national benchmarks for context.
- Some indicators have been refreshed since last year as we increased our total metrics from 74 to 88 to ensure continued relevance and a "deeper dive" into priority outcomes. Each metric is classified by progress (whether it improved, stayed similar, or worsened from last year) and by status (if a target was met or missed).
- Most indicators are reported annually; where this is not the case, we will clearly state how frequently the data is available. For transparent reporting, we mark where data is not yet available.
- This year 62% of the metrics we could measure had improved or remained stable, and 68% of metrics with targets were on or above target – demonstrating forward momentum across most areas. We have also grouped our 88 indicators into 20 themes under each priority, to tell a clearer performance story by topic.

Changes from last year

This year's performance report is redesigned for clarity and impact. We reorganized indicators into thematic groups aligned to the One Coventry Plan priorities, making it easier to follow. We added new measures and refreshed existing ones in response to feedback, increasing the total number of indicators (from 74 to 88) to give a fuller picture of Coventry's progress. These changes aim to make performance information more relevant and accessible to everyone

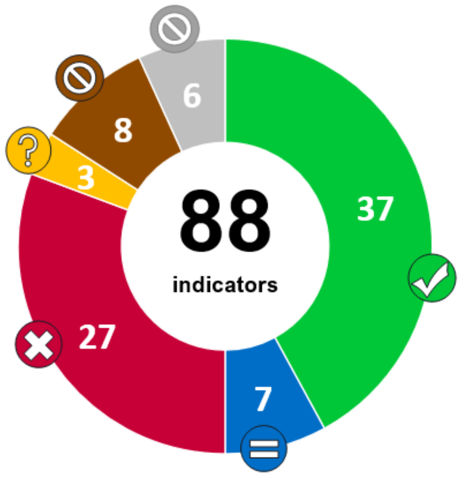
Abbreviations and symbols used

Symbol	Progress	Target status
	Improved	On-target
	Got worse	Off-target
	Similar, unchanged, or statistically insignificant	-
	Cannot say; no desirable direction of travel	No target set
	Not available or no updated data	
	Insufficient data to judge progress/status	
WMCA	West Midlands Combined Authority	
CIPFA	Chartered Institute of Public Finance & Accountancy nearest neighbours	
TfWM	Transport for West Midlands area	
(L)	**Local or nationally determined** – each indicator is assigned this symbol to identify its status on this. Nationally determined indicators are those that are pre-defined and / or provided by external organisations	Locally determined
(N)		Nationally determined

Performance Summary-Progress, Target

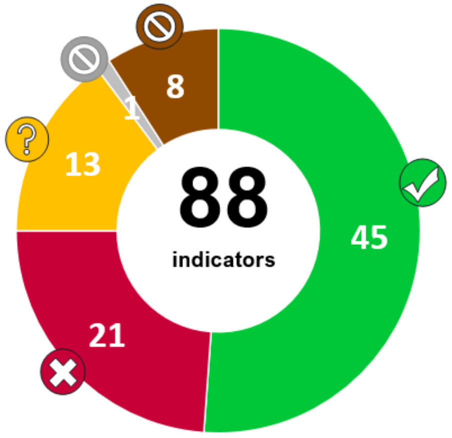
A summary of the 'progress'

- Out of the 88 performance indicators, there are 17 for which we cannot currently report progress compared to the position last year. For 8 of these data for this year is not currently available at all. For another 6 we don't have enough data to judge progress due to no data being available for last year, mainly because it's a new indicator, and for another 3 we cannot report on progress because they are contextual with no desirable direction of going up or down.
- Out of the remaining 71 indicators for which we can report progress – 62% (44) either improved or stayed the same. *This position may be updated as a few indicators are reporting after the first draft.*
- The charts below illustrate this 'progress' position for all indicators, as well as showing how this is broken down for each of the 4 priorities.



A summary of the 'status against the target'

- Out of the 88 performance indicators, there are 22 for which we cannot currently report their status against a target. For 8 of these data for this year is not currently available at all. For another 13 a target wasn't set, some where there isn't necessarily a desirable direction or target, others where the indicator is new; and for another 1 there isn't enough data yet to judge the status because the target is to improve and the indicator is new.
- Out of the remaining 66 indicators for which we can report status against target – 68% (45) are 'On-Target'. *This position may be updated as a few indicators are reporting after the first draft.*
- For some the status against the target is effectively the same at the 'progress' status because the target is simply 'to improve', for others specific targets are set so the status may be different.



PRIORITY 1

Increasing the economic prosperity of the city and region

"Develop and build on the strength of our city's economy to deliver inclusive growth, supporting businesses to innovate, grow and scale up. Capitalising on the green technological revolution to create more local jobs"

Themes

- A growing and prosperous economy
- A vibrant and attractive city centre
- Increased skills, training & pathways into employment
- Reducing poverty and improving household financial security
- Supporting housing growth to meet local needs

EXECUTIVE SUMMARY: Increasing the economic prosperity of the city and region

Coventry's economy continues to show resilience. Business closures fell significantly – from 1,885 to 1,370 – and the one-year business survival rate improved to 89.3%, reflecting a stronger, more confident local business environment.

Our visitor economy reached £923 million in 2024, a third consecutive record year for tourism, and Coventry city centre received its first Purple Flag award, recognising it as a safe and vibrant destination.

Investment income exceeded its target, and planning permission is in place for nearly 12,000 new homes over the next decade, supporting continued housing growth.

Unemployment remains higher than national and regional averages, and that GDP per head growth has lagged behind the national picture – challenges shaped significantly by macroeconomic conditions beyond any single council's control. Our response is targeted and deliberate while adapting to much reduced and limited funding opportunities.

A new regional High Growth Service, a Local Enterprise Support Service, and continued investment in the Job Shop, which supported over 9,000 registered customers and delivered 60,000 engagements this year.

Overall, Coventry's economic foundations are sound. Our focus now is ensuring the benefits of growth are felt by every resident across every neighbourhood.

A growing and prosperous economy

The UK economy grew modestly in 2025 (around 1.4%), with employment stable at about 75%, though unemployment has edged up. Local business output reached around £12.9 billion in 2023, and job numbers have increased, but after accounting for inflation, real growth was flat, similar to the national picture. Coventry's economy performs well overall, but the benefits are uneven. Jobs based in the city tend to be relatively well paid, yet resident wages are lower on average, as many higher-paid roles are filled by commuters. Wages have risen only slightly above inflation, so gains in real terms have been limited. Inflation has fallen from 11.1% in 2022 to around 2.8% by April 2026, but remains above the Bank of England's target, meaning the cost of living is still a challenge, particularly for lower-paid households. While Coventry's productivity is above regional averages, household incomes lag behind, showing that business success does not yet translate into shared prosperity for all residents.

A vibrant and attractive city centre

In late 2025, Coventry city centre received its first Purple Flag award, recognising it as a safe, diverse and enjoyable place for the night-time economy. This reflects partnership working between the Council, The Business Improvement District (BID), businesses and the police. The city centre population has grown rapidly, increasing by around 40% between 2011 and 2021, compared with 9% city-wide. Growth is expected to continue through the City Centre South redevelopment. This will deliver nearly 1,000 new homes (within around 1,800 planned over the next decade) and about 8,000 square metres of new retail, leisure and hospitality space. While student numbers at Coventry University have fallen since 2020, which may reduce student presence in the short term, overall the city centre is becoming more residential and active. In 2024, around 19,500 people worked in city-centre businesses, slightly fewer than in 2019. Despite this, the area's economic output rose to about £1.3 billion in 2023, up 19% since 2019, in line with growth across the city. Public views are mixed: a 2024/25 survey found 24% of visitors rated the city centre as good or very good, while 39% rated it poor or very poor. Tourism continues to strengthen, with Coventry's visitor economy worth around £923 million in 2024, showing sustained growth.

Increased skills, training & pathways into employment

Unemployment in Coventry remains higher than the national average, especially among young people. In June 2026, 14,025 working-age residents (5.8%) were claiming unemployment-related benefits, compared with 4.0% in England. This includes people who are unemployed and some in low-paid or part-time work. The figure is well above pre-pandemic levels (around 7,900 in 2019). Youth unemployment is a particular concern, with claims among 18–24 year-olds, on an increasing trend, rising to 2,840 in June 2026. Census data showed one in eight young adults not in education were unemployed in 2021, and this is likely to have worsened. Skills levels are improving overall. By 2025, 45% of working-age residents had higher-level qualifications, similar to the national average. However, 11% had no qualifications, almost double the England rate. Economic inactivity is also relatively high (22.4% in 2025), partly due to Coventry's large student population, as well as health and caring responsibilities. Reflecting these challenges, Coventry is among the most deprived 20% of local authorities for employment, with around 15% of neighbourhoods in the most deprived 10% nationally. While progress is being made, continued focus on skills, training and routes into good-quality work remains essential.

Reducing poverty and improving household financial security

The Indices of Deprivation 2025 underline that Coventry is home to deprived communities and persistent deprivation. Coventry has some of the most deprived neighbourhoods in England, particularly in the north, north-eastern and central parts of the city, but also in other pockets. 31% of Coventry's local neighbourhoods (LSOAs), 63 out of 203, are among the most deprived 20% in England (36 LSOAs, 18% of all, amongst most deprived 10%), while only 12% are in the least deprived 20%. Coventry ranks 48th most deprived out of 296 English local authority areas in terms of proportion of LSOAs amongst the most deprived 10% in England and 57th in terms of the average deprivation score of all LSOAs.

Despite wage growth, cost-of-living pressures remain significant, especially for lower-paid workers. The Living Wage Foundation and the Resolution Foundation have recently updated the estimate of the real living wage, at £13.45 per hour for 2025/26, and it is estimated that between 1 in 4 and 1 in 6 Coventry workers earn below this level. Financial stress remains a concern - in the 2024/25 Coventry Household Survey residents were asked how often they have been worried about money during the last few weeks. 13% of residents reported worrying about money almost all the time and 23% worried quite often.

Supporting housing growth to meet local needs

Coventry's housing stock is relatively old overall, with 63% built before 1965 compared to 51% nationally, this has implications for energy efficiency and fuel poverty and highlights the need to invest in new homes. Coventry has more terraced houses than average, making up 40% of all houses compared to 23% nationally and has a relatively large private rented sector. 70% are in the lower Council Tax bands A & B, this limits the amount of Council Tax that can be collected.

The number of houses in Coventry has been growing annually as the city's population has been increasing and Coventry City Council's Local Plan 2011 – 2031 adopted in 2017 identified a need to increase house building in Coventry – identifying a need for an average of 1,300 new homes to be built a year and since then housing building has been at about this level.

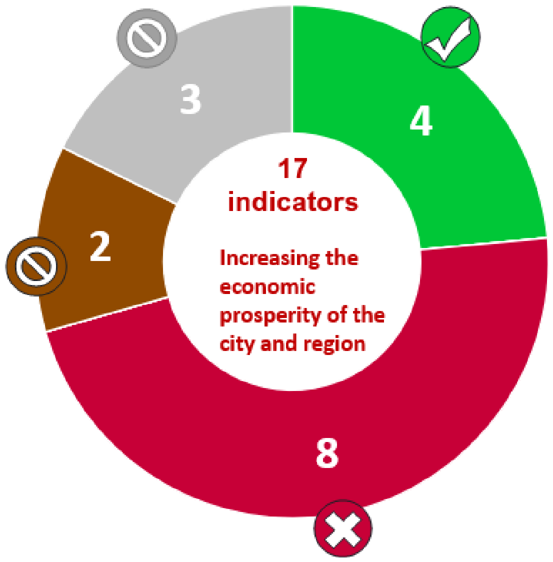
PRIORITY 1

Increasing the economic prosperity of the city and region

We monitor our performance for this priority through a set of 17 performance indicators, recording their progress since last year and whether they have met their target.

Progress: Out of the 17 performance indicators, there are 5 for which we cannot currently report progress compared to the position last year. Out of the remaining 12 indicators – 33% (4) either improved or stayed the same.
Status: Out of the 12 indicators for which we can report status against target, 50% (6) are 'On-Target'.

Progress



Target status

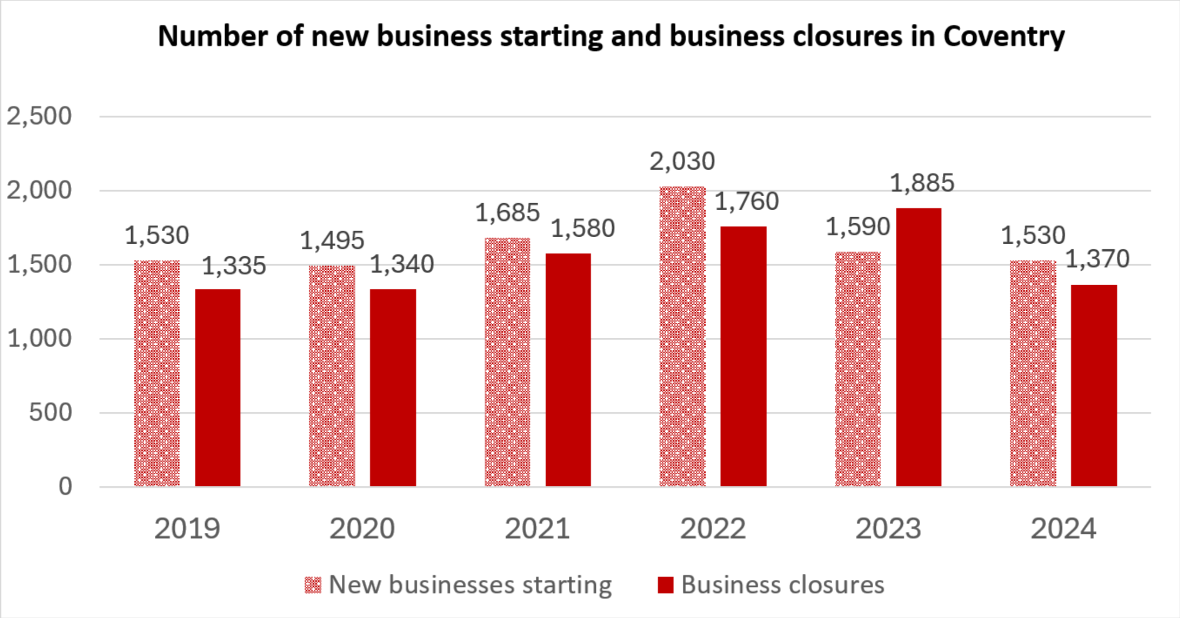
Icon & Colour	Progress	Target status
✓ (green)	Improved	On Target
✗ (red)	Got worse	Off Target
= (blue)	Similar/unchanged	-
? (yellow)	Cannot say	No Target Set
⦸ (grey)	Insufficient data to judge progress/status	
⦸ (brown)	Not available/no updated data	

A growing and prosperous economy: Performance Reflections

Our number of start-ups decreased slightly from 1,590 businesses newly created in 2023, to 1,530 in 2024. In some cases, it will likely be due to a lower number of people wishing to start a business or in some cases people wishing to start businesses not reaching the stage of launching. There has also been a reduction in the amount of public funding being directed at start-up support (1:1 coaching and workshops) in recent years with a higher reliance on self-help information via digital platforms such as the National Business Support website – although we have consistently commissioned a start-up support service initially through its ERDF funded CW Business Support Programme and latterly the UKSPF (Shared Prosperity Fund)-funded Business Growth WM in Coventry service.

We have seen a reduction in the number of businesses closing from a relatively high 1,885 in 2023 to 1,370. With more businesses opening than closing in 2024, this shows a growing small and medium enterprise ecosystem .   Of the 1,590 new enterprises created in 2023, 1,420 survived into 2024 - a 1-year survival rate of 89.3%; up from a rate of 88.4% the year before. The fall in business closures and an increase in the one-year survival rate is a positive indication of business resilience with more businesses adjusting rapidly to an uncertain economic climate, with increasing costs of doing business and lower market confidence being factors.. This also reflects the increasing strength of the local business support ecosystem complemented by the robust support offered by our teams to improve their resilience.

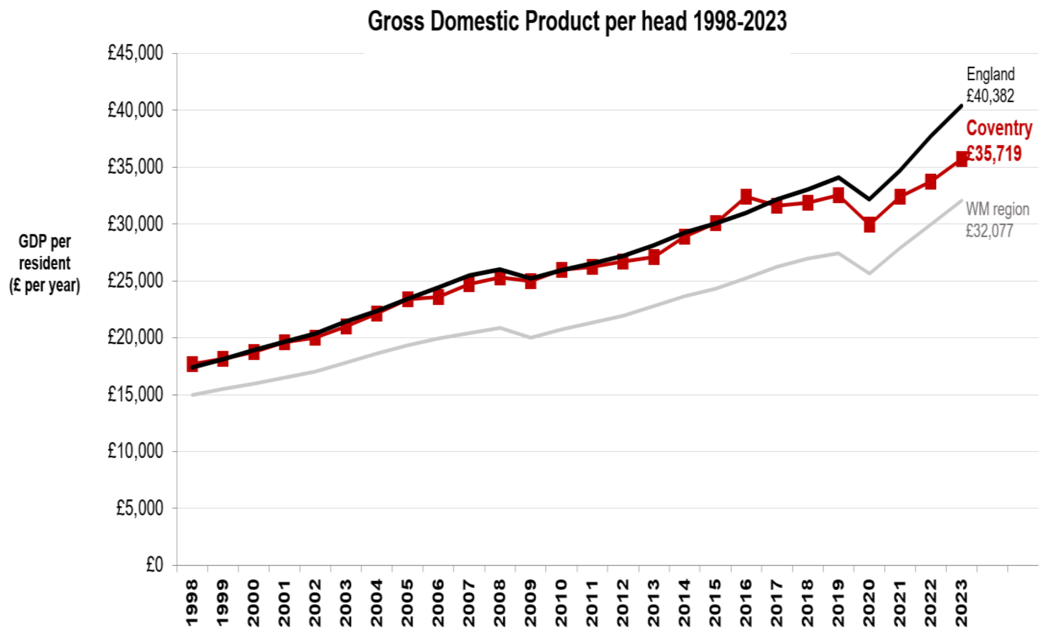
We offer support to firms through our Business Growth WM delivered through an integrated model of non-financial support and grants (engaged with 531 Coventry businesses in 2024/25) and CW Growth Hub's Account Managers. These also included the ERDF funded CW Business Support, Innovation and Green Business Programmes that were led by us and then the UKSPF-funded Business Growth in Coventry service, all entailing a mix of 1:1 non-financial business support and grants.

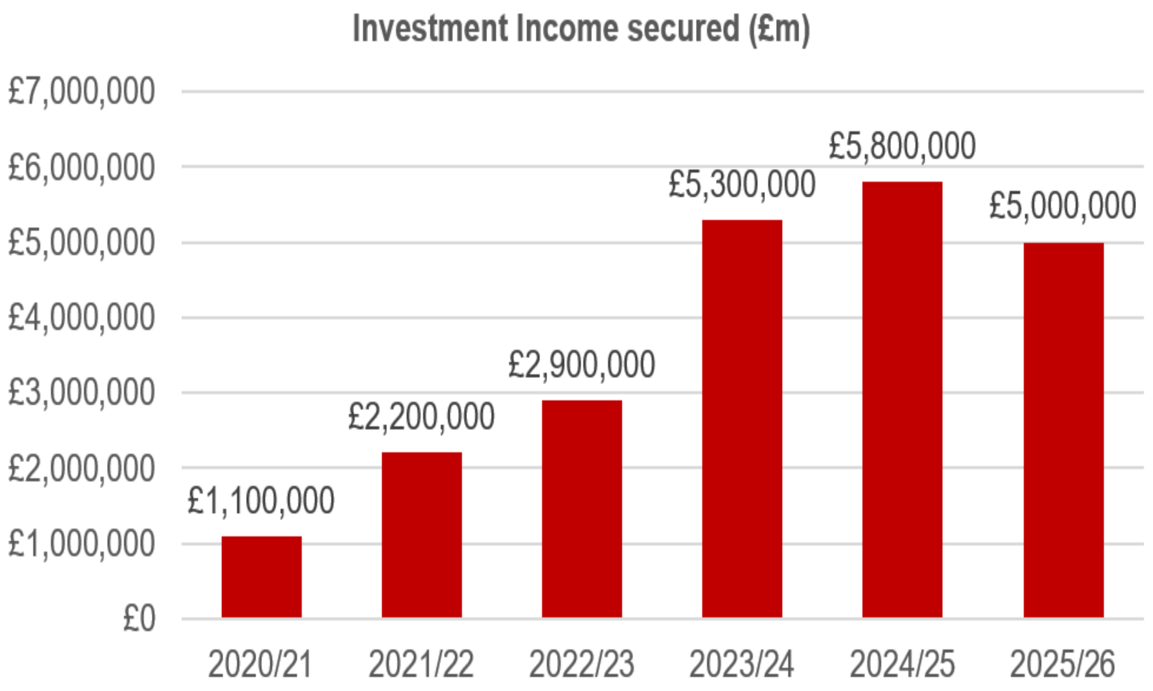


A growing and prosperous economy: Performance Reflections

Growth in the Coventry economy is measured using a local measure of ‘Gross Domestic Product (GDP)’ - the value created by locally based businesses, estimated to total £12.9 billion in the most recent data, for 2023; £35,719 per head when divided by Coventry’s total population. The most recent data is lagged, for 2023, the update for this year’s report is 2024 annual data and is due to be published by the ONS in July 2026. Trends of GDP per head in the city have generally been worse than the national average since Covid lockdowns ended in 2021. Macroeconomic factors will have influenced this trend. The region has been impacted by the rising costs of doing business and continued international trade challenges. Whilst local business support programmes (see the actions on the right) and the work of CW Growth Hub's Account Managers supported a high number of local businesses to grow during that period, there is a need for carefully targeted business support to tackle barriers to growth and productivity if levels of economic output per head are to increase and Coventry's performance is to more closely mirror the national average.

Investment income for Coventry City Council amounted to £5m in 2025/26, exceeding the target, driven by interest rates remaining higher than anticipated.





A growing and prosperous economy: Actions taken in year

CCC has contributed to a review of economic functions in the region undertaken by West Midlands Combined Authority (WMCA). A new business support model will be rolled out from April 2026, led by a new regional Economic Delivery Vehicle within WM Growth Company that will be focused strongly on providing more intensive support to businesses with highest growth potential, with Local Authorities responsible for supporting other types of businesses.

This will play a key role in safeguarding and enhancing the resilience of Coventry businesses. This includes the new High Growth Service to be delivered through WM Growth Company, and the new Local Enterprise Support Service being delivered through the Local Authority, where we will deliver tailored support to tackle the barriers to growth, innovation and productivity improvements faced by local businesses.

With the Integrated Settlement funding more focused in this direction, the level of resources being made available for intensive support to new business start-ups has decreased. The Authority expects to still take enquiries from individuals wishing to start a business and will be working with WM Growth Company to enhance the Business Growth WM website to ensure it has the highest possible quality self-help information and interface with the national Business Support service. We will also need to refer new enterprises to local partners that will still deliver more intensive support services in this space, including the Highlife Centre and Coventry and Warwick Universities.

The Start Up support activities delivered by CW Chamber through the CW Business Support programme and the early activities of Business Growth WM in Coventry (launched in September 2023 will have contributed to improving the number of start ups and their survival rate.

Business support programmes have supported growth and new businesses in Coventry - notably the ERDF funded CW Business Support, Innovation and Green Business Programmes and latterly the UKSPF-funded Business Growth in Coventry service, all entailing a mix of 1:1 non financial business support and grants)

Although the data has a time lag, we would expect that the new regional business support offer, delivered to act on the recommendations of the Economic Functions Review, to have a notable impact on improving economic output and business productivity. The new High Growth Service through WM Growth Company will provide more intensive support to firms with high growth potential and we would expect this support to result in new business practice, improved leadership & management, and accelerated innovations, which will likely lead to more rapid increases in business turnover and significant economic output generated. Our new Local Enterprise Support Service will also be more tailored to addressing the bespoke needs of individual businesses, and we will deliver more in-depth support to those firms

Investments are managed as per our treasury strategy although external factors such as interest rates are outside of our control.

A growing and prosperous economy - Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Birth of New Enterprises (new businesses created) - count (& rate per 10,000 residents aged 16+) (N)	1,590 (55.4 per 10,000 adults) (2023)	1,530 (51.9 per 10,000 adults) (2024)	West Midlands Region - 53.8 per 10,000 adults England - 59.1 per 10,000 adults (2024)		To increase	
Death of Enterprises (businesses closing) - count (& rate per 10,000 residents aged 16+) (N)	1,885 (65.7 per 10,000 adults) (2023)	1,370 (46.5 per 10,000 adults) (2024)	West Midlands Region - 48.6 per 10,000 adults England - 52.2 per 10,000 adults (2024)		To decrease	
Percentage of New Enterprises still operating after 12 months (1 year new business survival) (N)	88.4% (2023)	89.3% (2024)	West Midlands Region - 92.5% England - 93.4%		To increase	
Investment income secured (L)	£5.8m (2024/25)	£5m (2025/26)	N/A		£1.8m	
Regional Gross Domestic Product (GDP) (pound per head) (N)	£35,719 (2023)	No updated data	West Midlands Region - £32,077 England - £40,382 (2023)		To increase	

A vibrant and attractive city centre Performance Reflections

Coventry city centre footfall was down this year - the headline footfall data is the estimated daily average number of visitors to Coventry city centre. Across all of 2025/26 this was 116,257 people, 5.9% lower than it was the previous year, 123,560. Coventry's trend in the last year was not as good as Wolverhampton's. In Coventry city centre Saturdays were the only day of the week with increased average daily footfall in 2025/26, up by 1% whereas it was down by 6% across all weekdays, by most on Wednesdays (-13%) and Thursdays (-8%). Overall, the average dwell time per visitor reduced in 2025/26 as well as the total visitor numbers – a similar number of visitors used the city for short periods (<30 minutes) than in 2024/25, but a notably reduced number dwelled for 6+ hours. By origin, the biggest reductions were amongst people travelling in from nearby commuter areas, people with Warwickshire and Birmingham postcodes. These additional insights may indicate that reduced numbers of workers or commuters in the city centre are a factor in reducing footfall; perhaps lower employment inside the city centre area (so fewer workers who are located in the city centre all day), and perhaps increased working from home amongst local office workers. A reduced number of university student enrolments in recent years may also be a factor. On the other hand, leisure use of the city centre may be more resilient, particularly on Saturdays.

2024 was a third consecutive record year for tourism in Coventry - it followed a refreshed marketing campaign by Destination Coventry (the local Destination Management Organisation) and built on the successes of previous years when Coventry was able to capitalise on the foundations presented by the City of Culture year and being a host city for the 2022 Commonwealth Games.

A vibrant and attractive city centre: Actions taken in year

Destination Coventry went through a notable reset in 2024, and a new Coventry Tourism Strategy is in the process of development. A key aim will be to build on three consecutive record years of tourism, and build on a strong tourism offering. The hosting of major music events and Premier League football at the CBS Arena should further enhance the potential to further grow the visitor economy and increase dwell times and overnight stays.

A vibrant and attractive city centre-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Footfall – daily average number of individuals visiting Coventry city centre (& % change year-on-year) (L)	123,560 people (-0.5%) (2024/25) *revised*	116,257 people (-5.9%) (2025/26)	Wolverhampton city centre: 110,123 people (-1.1%) (2025/26)	✖	To increase	✖
Visitor trips (L)	11.39m visitors (2023)	11.8m visitors (2024)	N/A	✔	To increase	✔

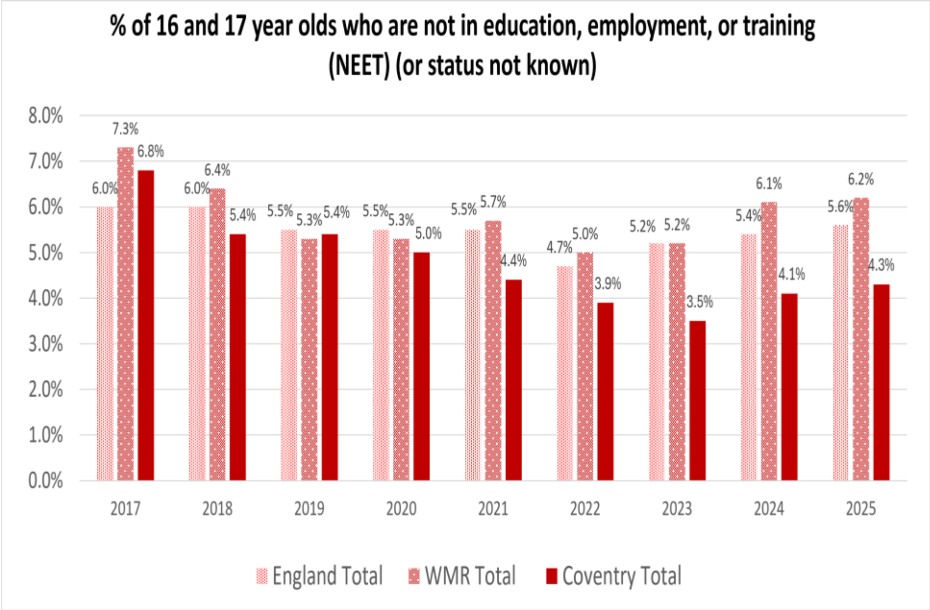
Increased skills, training & pathways into employment: Performance Reflections

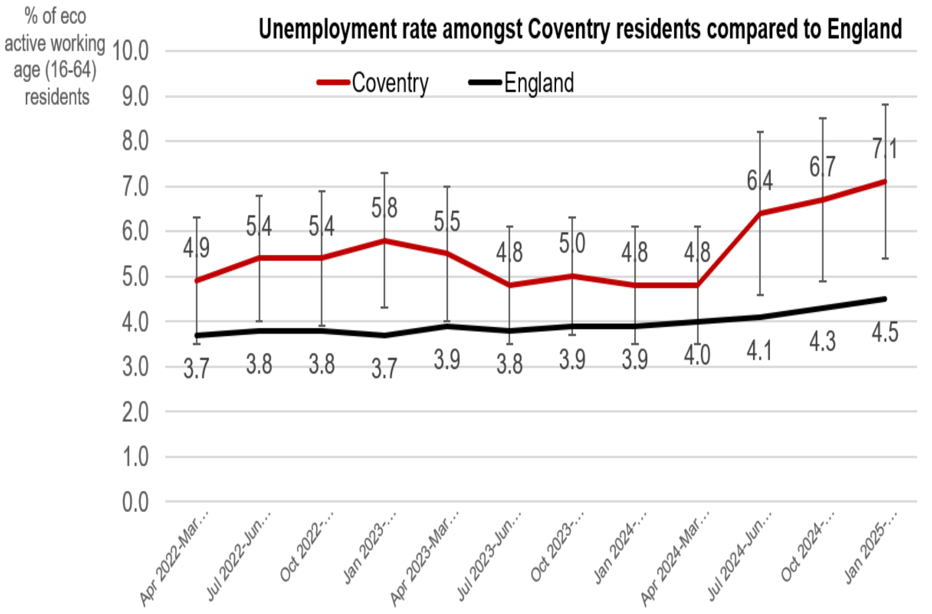
389 Coventry 16–17-year-olds were not in education, employment, or training (NEET) for 2025, a rate of 4.3%, remaining lower than the regional and national averages and the average amongst similar areas (‘statistical neighbours’). This includes young people whose status in unknown as well as those who are conformed NEET; Coventry saw a notable increase in the number confirmed as NEET in 2025, with a reduced number with an unknown status, an overall increase in NEET or unknown. Although our overall performance decreased slightly, we remain below (better than) England and the West Midlands for the 8th consecutive year.

The reduction in Job Shop customers going on to get jobs is primarily due to a 20% decrease in grant funding in 2025/26 compared with 2024/25, alongside a shift in grant focus towards residents with higher and more complex needs. Further grant reductions are anticipated from 2027/28 onwards, so future targets will need to reflect this changing funding landscape. Consideration should also be given to the value of job starts, as outcomes for higher-needs residents may reasonably be regarded as higher-value achievements. Also, wider economic factors should be considered, like a tightening labour market.

The estimated employment rate amongst all Coventry residents reduced from 75% in 2024 to 70%. However, this indictor is significantly influenced by Coventry’s high and growing economically inactive student population. As of December 2025 (the latest available data), there were approximately 19,000 economically inactive students, an increase of 5,700 since December 2024, this would reduce the employment rate, even though these people chose to study and not work. Performance is also affected by wider labour-market changes driven by economic factors that sit outside the control of the Employment, Skills and Libraries service. An estimated 14,100 Coventry residents were unemployed during January to December 2025, an unemployment rate of 7.1%; higher than the national and regional averages. Both the number unemployed in Coventry and the % unemployment rate has increased in the last recent year, which is a consequence of the stagnant economic growth, rising costs of doing business and issues such as higher interest rates choking economic demand. Businesses nationally are also reporting recruitment challenges, suggesting a shortage of available labour with the skills required by businesses with vacancies.

As the Council is now spending all its Apprenticeship Levy funding, the scheme has been put on pause. This pause will see no further increase in the amount pledged and a gradual reduction in the amount transferred as those apprentices that are being funded come to an end. Alternative arrangements for Coventry businesses to access levy funds are available via the WMCA. The situation will be reviewed next year, and should the Council still be spending all of its own levy, the transfer programme will remain paused.





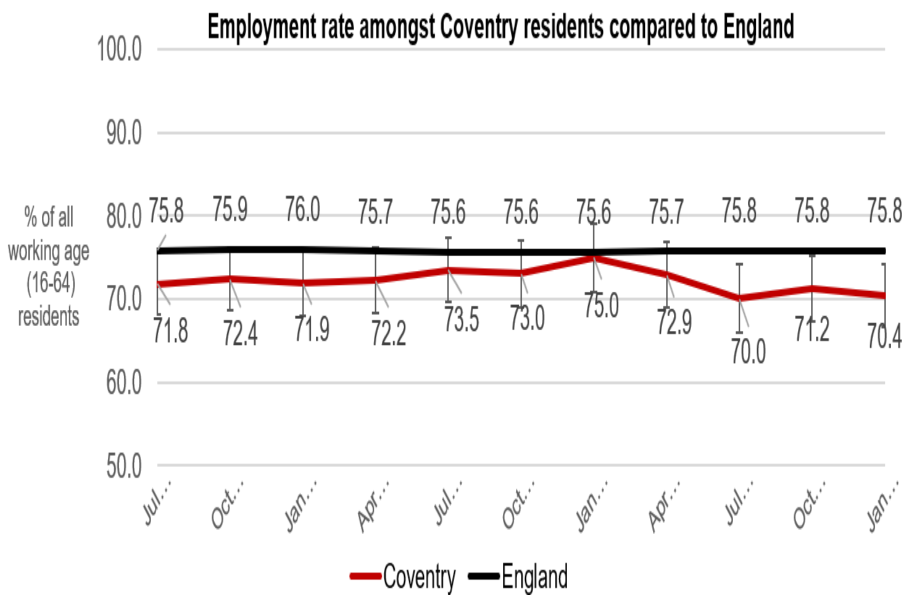
Increased skills, training & pathways into employment: Actions taken in year

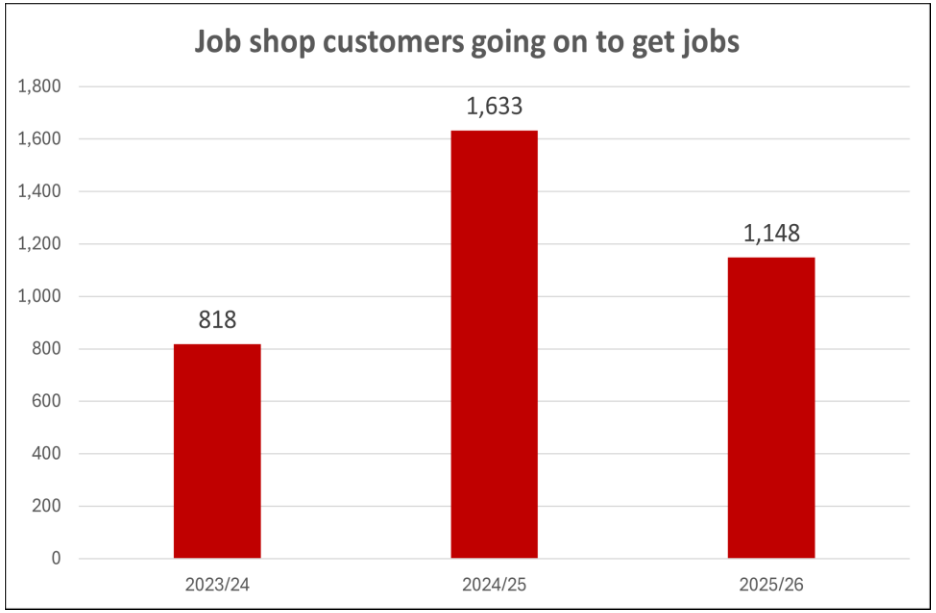
The provision of tracking and supporting the participation of 16-17 (up to 25 with an EHCP/Care Leavers) year olds into education, employment or training contract was re-procured and has been awarded to the Shaw Trust. Funding has been awarded through budget setting to support education / employment pathways for children and young people aged 14+ with a view to providing additional options for children and young particularly focussing on those who are struggling to engage with education.

The Job Shop overachieved on Grant Funding targets, stretching all Grants to support wider group of residents while targeting high impact support in Key Wards including Job Fests and the Hub and Spoke model bringing value from the Department for Work and Pensions (DWP), National Careers Service, Training Providers, Voluntary and Community Sector. In total 5 Job Fests have now been held across various community locations with over 1800 residents attending. The events have brought together a wide range of local employers, training providers and support services, offering live vacancies and practical advice across sectors such as business administration, hospitality and early years. Access to free training, apprenticeships and confidence-building support have also been provided. The most recent Job Fest took place at Willenhall Social Club with over 600 people attending this event and at least 33% of the attendees reporting a positive interaction including on site interviews.

Our Adult education provision is also strongly targeted, with 61% of learners from IMD 1–3 areas and 7,236 enrolments from working-age residents. Outcomes remain positive, with 52.13% progressing into employment, apprenticeships or further learning. The Job Shop continues to operate at scale, supporting over 9,000 registered customers and delivering 60,000 engagements, with 60% of users from the most deprived communities. Targeted programmes are delivering above expectations. Connect to Work has supported 293 residents, with 69 moving into employment against a target of 30. The Youth Trailblazer has provided 145 young people with subsidised work experience, with 39 progressing into paid employment. These results demonstrate that Coventry's approach is effectively reaching disadvantaged residents and supporting sustained progress into work and improved financial stability.

Whilst the unemployment rate is strongly driven by macroeconomic trends, we will expect the new regional business support model, driven strongly by the new High Growth Service and Local Enterprise Support service, to accelerate growth in business turnover and the creation of new jobs. Alongside this, we will continue to use Integrated Settlement funding and funds from the Employment Support Transition Fund to continue delivery of the Job Shop Hub & Spoke service to connect Coventry residents with employment and training opportunities and equip them with the right skills to fill new vacancies.





Increased skills, training & pathways into employment-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Percentage of 16–17-year-olds not in education, employment, or training (NEET) including not knowns (N)	4.1% (NEET - 3.0% Not known - 1.1%) (2024)	4.3% (NEET - 3.6% Not Known - 0.7%) (2025)	England – 5.6% (NEET - 3.4% Not known - 2.2%) Statistical neighbours – 5.6% (NEET - 4.1% Not known - 1.5%) West Midlands region – 6.2% (NEET - 3.3% Not known - 2.9%) (2025)	✖	Below (better than) national average and Statistical Neighbours	✔
Number of 16–17-year-olds not in education, employment, or training (NEET) including not knowns (N)	348 (NEET - 253, Not known - 95) (2024)	398 (NEET - 330, Not known - 68) (2025)	N/A	✖	To decrease	✖
Job Shop customers going on to get jobs (L)	1,633 (2024/25)	1,148 (2025/26)	N/A	✖	To increase	✖
Resident employment rate (proxy for new jobs) (N)	75.0% (Jan to Dec 2024)	70.4% (Jan - Dec 2025)	West Midlands Region - 73.6% England - 75.8% (Jan - Dec 2025)	✖	To increase	✖
Unemployment (model-based) (N)	4.8% (Jan to Dec 2024)	7.1% (Jan - Dec 2025)	West Midlands Region – 5.7% England – 4.5% (Jan - Dec 2025)	✖	To decrease	✖
Apprenticeship levy transferred to support non-levy paying businesses (L)	£97,956 Transferred 2024/25 Total pledged - £672,487	N/A	N/A	⃠	To increase	⃠

Outcomes for residents: Job Shop – Job Fest Customer Case Study

Jannat's journey is a powerful example of resilience, ambition, and the impact of the right support at the right time. Originally from Bangladesh, she moved to the UK three and a half years ago with strong academic credentials, including two master's degrees in finance. Despite this, she faced the common challenge of translating her experience into the UK job market.

Jannat's turning point came in May 2025 after attending Job Fest in Longford, which led her to the Job Shop. There, with tailored guidance from Zoe; including CV development, interview preparation, and access to key opportunities, Jannat built the confidence, skills, and local insight needed to move forward.

Through a combination of mentoring, VR mock interviews, and hands-on volunteering, Jannat rapidly developed her communication skills and workplace confidence. By September 2025, she secured her first UK role as a Learning Support Assistant at Stoke Primary School, where she now makes a meaningful daily impact supporting children's learning and wellbeing. Jannat is now being supported to develop her in work skills with an aim to move into teaching. Her journey highlights how targeted support, combined with determination, can unlock potential and lead to sustainable, rewarding employment.

Reducing poverty and improving household financial security: Performance Reflections

Coventry is delivering strong, coordinated action across its services and working closely with partners to support residents, reduce poverty and improve household security. Despite clear pressures, the council is targeting help where it is most needed, using shared intelligence and joint action to strengthen early intervention, improve access to support and drive better outcomes for residents. The insights that follow highlight both the scale of the challenge and the positive impact of coordinated work across the city.

Calculated using the Index of Multiple Deprivation 2025 (IMD 2025) from the English Indices of Deprivation 2025 by the Ministry of Housing, Communities & Local Government, combined with 2024 mid-year small area population estimates from the ONS. The IMD 2025 ranks 36 of Coventry's 203 LSOAs (local neighbourhoods) amongst the most deprived 10% of all LSOAs in England, 18% of all Coventry's LSOAs. This is a new measure for this year's One Coventry annual performance report, and direct comparisons with the previous edition, the IMD 2019, are not like for like due to methodological changes; so previous values are not available.

Children - Out of an estimated 83,561 children aged 0-17 who live in Coventry in total, 19,461 live in these most deprived neighbourhoods, almost 1 in every 4 Coventry children (23.3%). Children in Coventry are much more likely to live in the most deprived 10% of neighbourhoods than all children across England (12.9%). When comparing the 3 measures from the IMD we use in this report it is notable that children are much more likely than working age or pension age adults to live in the most deprived neighbourhoods.

Working aged people - Out of an estimated 234,165 working aged people (18-64) who live in Coventry in total, 42,378 live in these most deprived neighbourhoods, 18.1% of Coventry people aged 18-64. People aged 18-64 in Coventry are much more likely to live in the most deprived 10% of neighbourhoods than all people aged 18-64 across England (10.3%).

Pension age adults - Out of an estimated 51,300 pension aged people (65+) who live in Coventry in total, 5,860 live in these most deprived neighbourhoods, about 1 in every 9 Coventry people aged 65+ (11.4%). People aged 65+ in Coventry are much more likely to live in the most deprived 10% of neighbourhoods than all people aged 65+ across England (6.6%).

Reducing poverty and improving household financial security:Actions taken in year

Coventry has used the Low Income Family Tracker (LIFT) to identify households with low financial resilience by combining national welfare analysis with local authority data. This enables the council to identify residents in areas of deprivation who may be missing out on statutory or discretionary benefits. Alongside internal analysis, LIFT has supported more targeted, resident-specific campaigns that have strengthened benefit take-up and improved support for vulnerable families.

In 2024/25, Coventry supported 13,400 individual households through the Household Support Fund, providing timely access to essential help including food, energy support, clothing vouchers and other vital assistance.
In 2025/26, the council awarded 21,800 applications to 11,320 households, continuing to ensure rapid access to essential support.

- 52% (11,409 applications) primarily benefited a child, highlighting the fund's role in supporting families.
- 8% of applications came from households in supported or temporary accommodation.
- Of all the applications that were awarded, 38% were for Fuel support, followed by 23% for essentials, 19% for toiletries and 18% for food. This demonstrates how the funding is supporting families in Fuel poverty topping in wards across St Michael's, Foleshill and Upper Stoke.

Coventry's climate change and domestic decarbonisation programmes are targeted at neighbourhoods with the highest fuel poverty and child poverty. By improving the energy efficiency of the city's least efficient homes, the Council is reducing energy bills, improving living conditions, and supporting better outcomes for children in priority areas. Over 100,000 homes are EPC D or below and 18.9% of households are in fuel poverty, rising to over 40% in parts of Hillfields and Stoke. Investment is focused on wards with the greatest need, including Foleshill, St Michael's, Radford, Holbrooks, Longford, Westwood, Hillfields and Stoke (2023 fuel poverty rates).

The Government's Pride in Place Programme is a major new initiative to invest in improving some of Coventry's communities (Willenhall, Tile Hill and Hillfields) with the highest deprivation and have suffered from persistent deprivation. Each neighbourhood will receive £20 million over a 10-year period. The programme must be community led, with funding priorities shaped and agreed by local people through Neighbourhood Boards, while the Council will act as the Accountable Body, responsible for stewardship of public funds and compliance with requirements. To date, in Willenhall the neighbourhood board chair has been recruited who represents the local faith community and is in the process of recruiting board members with the support of an external commissioned organisation who has work extensively with the residents in that area. Tile Hill and Hillfields neighbourhoods were announced later so they are only in the process of recruiting their neighbourhood board chairs from their local communities.

While not part of Pride in Place, Bell Green is also one of the most deprived neighbourhoods in Coventry and has been for the last 25 years. Similarly, Hillfields has been identified as having lower life expectancy, significant health inequalities and high deprivation. Hillfields and Bell Green SWARM sessions in late 2025 and early 2026 brought together around 40 colleagues from council services and partner organisations to build a shared understanding of local need, identify community strengths and agree practical priorities. The SWARMs used data analysis and resident engagement to agree on priorities for the areas. Both areas face long-standing challenges linked to deprivation, housing, health, safety, employment, skills and the local environment, but also benefit from strong community assets and committed local partners. In Hillfields, priorities centred on improving housing conditions, safety, the living environment, education and employment, alongside strengthening engagement with diverse communities and increasing local presence. In Bell Green, partners focused on tackling entrenched deprivation through improvements to the environment, safety, health and wellbeing, supported by active community organisations and facilities such as Park Edge Community Hub. Across both areas, the SWARMs highlighted the need for stronger coordination, clearer shared priorities and a more consistent resident voice to achieve visible improvements. The sessions have created a shared foundation for place-based working, with next steps focused on maintaining momentum, aligning partner activity and delivering practical changes that improve outcomes for local communities. Attendees have committed to a range of actions, including community clean-ups, increasing the number of activities for residents, providing advice support and information in-place to residents and making more use of the green space available.

Reducing poverty and improving household financial security-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Percentage (and number) of working age adults (aged 18-64) living in neighbourhoods amongst the 10% most deprived in England (IMD 2025) (N) (data available every 4 – 6 years)	NA*	18.1% (42,378 out of 234,165) (IMD 2025)	WMCA 28.7%, England 10.3% (IMD 2025)		No target set	
Percentage (and number) of children (aged 0-17) living in neighbourhoods amongst the 10% most deprived in England (IMD 2025) (N) (data available every 4 – 6 years)	NA*	23.3% (19,461 out of 83,561) (IMD 2025)	WMCA 34.3%, England 12.9% (IMD 2025)		No target set	
Percentage (and number) of pension age adults (aged 65+) living in neighbourhoods amongst the 10% most deprived in England (IMD 2025) (N) (data available every 4 – 6 years)	NA*	11.4% (5,860 out of 51,300) (IMD 2025)	WMCA 18.8%, England 6.6% (IMD 2025)		No target set	

* This is a new measure for this year's One Coventry annual performance report, and direct comparisons with the previous edition, the IMD 2019, are not like for like due to methodological changes; so previous values are not available.

Supporting housing growth to meet local needs-Performance Reflections

The tax base continues to increase. In 2025/26, the actual number of taxable domestic properties in Coventry increased from 154,068 to 154,716. The tax base is usually expressed in terms of the number of equivalent Band D properties, net of discounts and exemptions, and represents our yield from council tax. In 2025/26, our number of band D equivalents was 90,062.6 - having increased from 87,734.0 in 2024/25. In 2025/26, the collectible income from council tax was £227 million.

The indicator figure of 116.42 for 2025/26 is an index figure, expressing the Council Tax Base compared to its level in 2009 – meaning it is now 16.42% higher now than in 2009. Being higher than the average amongst a group of similar local authority areas, the CIPFA near neighbour average of 115.31, indicates the Coventry Tax base has grown by more than average in that period– although not quite as much as the national average increase.

Planning permission is in place for an additional net 11,800 dwellings over the next 10 years.

Supporting housing growth to meet local needs-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Change in Council Tax Base (change from 2009) proxy for number of new houses in the city (N)	114.79 (2024/25)	116.42 (2025/26)	CIPFA near neighbour average- 115.31 England - 117.67 (2025/26)	✓	To increase	✓

PRIORITY 2

Improving outcomes and tackling inequalities within our communities

"Focus on improving outcomes for local people and tackle inequalities to build prosperity across the city, protecting the most vulnerable and supporting and valuing the contribution of our residents"

Themes

- Children and young people achieving positive outcomes
- Cleaner, greener neighbourhoods
- Improving education and pathways for young people
- Improving health, wellbeing and independence
- Safer communities and reduced harm
- Tackling homelessness and housing vulnerability

This priority produced some of our strongest results of the year.

Coventry's Children's Services received an ‘outstanding’ rating from Ofsted – a remarkable achievement reflecting the quality of practice, leadership and multi-agency working across the city. Repeat referrals to children's social care fell to 15.6%, well below the national average, and the proportion of children previously in care re-entering the system remains low at 4.5%.

Our recent visit from CQC to assess our Adult Social Care services was acknowledge as "Good" highlighting our commitment to supporting our residents to be more independent and have a good quality of life.

was Recorded crime fell by nearly 8%, continuing a positive trend, and homelessness prevention has improved, with 52% of at-risk households successfully helped to retain or secure accommodation.

However, deprivation remains deep and persistent in parts of Coventry. Child poverty levels are above national averages and inequalities in health, education and employment outcomes are stark in some neighbourhoods.

The Pride in Place Programme – bringing £20 million over ten years to Willenhall, Tile Hill and Hillfields – represents a significant long-term commitment to the communities that need investment most.

Progress here is real, but we measure ourselves against the lives of our most vulnerable residents, and there is more to do.

Improving outcomes and tackling inequalities within our communities

Children and young people achieving positive outcomes

Coventry's Children's Services was awarded an 'outstanding' rating by Ofsted, announced in May 2026 based on an inspection in March 2026. Coventry is home to relatively many children and Coventry's child population is growing and becoming increasingly diverse. With an estimated 83,600 children, making up 23% of Coventry's total population (England 23%). Between 2021 and 2024 this grew by estimated 9% compared to 7% growth in the total population. According to the latest school census in 2025/26, 61.1% of Coventry's school children are from a global majority group. Births increased from 3,948 in 2021 to 4,136 in 2024, following a falling trend over the previous 10 years; however, but fell again in 2025 to 3,982. Child poverty is a concern in Coventry – the Income Deprivation Affecting Children Index (IDACI) 2025 is the aspect of deprivation in which Coventry ranks the worst compared to all other England areas in the Indices of Deprivation. 46 of Coventry's 203 neighbourhoods (LSOAs) are amongst the most deprived 10% in England, ranking Coventry 29th most deprived local authority out of 296 in this respect.

Cleaner, greener neighbourhoods

Coventry City Council invested additional funding for tackling fly-tipping in 2025/26, implementing new projects including targeting areas, such as Ball Hill. The Council has also won a major grant from The National Lottery Heritage Fund, securing nearly £1 million to transform our understanding of the city's green and blue spaces, particularly in areas with limited nature through the 'Green for All' scheme. There are aspects of the living environment in Coventry's neighbourhoods that could be improved and resident satisfaction with their local area and local green spaces is relatively low. The Community Life Survey 2024/25 found only 64% of residents were satisfied with local green and natural spaces, compared with 75% nationally. From the same survey, only 43% of Coventry residents considered their local area as attractive compared to the national average of 58%.

Improving education and pathways for young people

Last year Coventry City Council was awarded £102.8 million in government education funding - the investment, will be used to "expand school capacity and build sustainable education infrastructure through to 2028**".** The number of pupils with Special Educational Needs (SEN) in Coventry has continued to rise, reflecting a similar trend across England. In 2024/25, there were 14,062 pupils with SEN in Coventry, representing 22.1% of all pupils, higher than the national average of 19.6% - and an increase from 8,951 in 2015/16. School attendance rates in Coventry has declined in recent years, following national patterns. Total attendance fell from 95.2% in 2018/19 to 92.8% in 2024/25, with the sharpest drop during the 2021/22 academic year, coinciding with COVID-19 disruptions. Also, both permanent exclusions and suspensions in schools have been increasing over recent years, after a sharp rise after the end of lockdowns. As is the case nationally, there are inequalities in educational attainment of Coventry pupils. In 2025 at Key Stage 2, 45% of disadvantaged pupils achieved the expected standard, compared with 67% of non-disadvantaged pupils and at Key Stage 4 the average attainment 8 score of disadvantaged pupils was 34.6 compared to 48.5 amongst non-disadvantaged pupils.

Improving health, wellbeing and independence

Healthy life expectancy is a measure of the average number of years a person would expect to live in good health and in contrast to total life expectancy, healthy life expectancy at birth had been falling in Coventry up to 2021-23, similar to national trends. This all means that the number of residents living in good health has fallen since 2018, resulting in increased demand for health and care services. There are significant health inequalities across Coventry's neighbourhoods - Males living in less deprived areas of the city on average live 11.7 years longer than those living in the most deprived areas of Coventry; for females the gap is 10.6 years. Coventry is a 'Marmot city' - the Council and partners are committed to the approach of tackling health inequalities. There are an estimated 51,300 Coventry residents aged 65 and over (2024), more of these are female (27,700, 54%). Out of these, 7,300 are aged 85+ (up from 6,700 in 2011 and 7,100 in 2021). While the rate of growth in the population of older people is not yet as fast as the growth amongst younger age groups so in this way the overall population is not yet 'ageing' ; the total number of older residents is increasing, and this is significant for service planning. Moreover, population projections indicate that the rate of growth in older residents will increase.

Safer communities and reduced harm

While recorded crime is now falling, a reduced proportion of residents report feeling safe in Coventry's neighbourhoods. In the Coventry Household Survey 2024/25 , most Coventry residents reported feeling safe in their local area during the day, 75% - but only 39% saying they feel safe at night. These are lower percentages than previous household surveys. Total recorded crime, and violent crime specifically, have been on downward trend since 2022/23 following a significant trend of increasing crime before that. Domestic abuse remains a significant challenge. The national Crime Survey of England and Wales found that 7.8% of people aged 16+ said they had experienced any domestic abuse in the year ending March 2025. Applying this prevalence to Coventry's population indicates around 24,700 domestic abuse incidents each year in the city.

Coventry's rate of 'First Time Entrants' to the youth criminal justice system has been below the average for comparable areas ('YJS Family Group') for several years.

Tackling homelessness and housing vulnerability

Statutory homeless rates are relatively high in Coventry. They had been on an increasing trend since 2019/20, however they fell a little in 2024/25 – from a total of 3,656 Coventry households were owed a prevention or relief duty under the Homelessness Reduction Act in 2023/24, to 3,133 in 2024/25. This is a rate of 19.8 per 1,000 households compared to 12.5 for West Midlands region and 13.6 for England overall.

Housing in Coventry remains more affordable than the England average, but affordability has steadily worsened over time. Between January 2022 and March 2026 average house prices in Coventry increased by 9.9% (England 8.0%).

Private renting in Coventry has increased significantly whereas other household tenure types haven't. Average rents levels are increasing at a fast rate, faster than average wages and faster than house prices. Between January 2022 and March 2026 average rent levels in Coventry increased by 27.8% (UK 30.0% increase). The estimated average rent in March 2026 was £1,021 per month, higher than the West Midlands regional average (£964).

PRIORITY 2
Improving outcomes and tackling inequalities within our communities

We monitor our performance for this priority through a set of 24 performance indicators.

Progress: Out of the 24 performance indicators, there are 3 for which we cannot currently report progress compared to the position last year. Out of the remaining 21 indicators – 71% (15) either improved or stayed the same.
Status: There are 6 indicators for which we cannot report their status against target**.** Out of the remaining 18 indicators for which we can report status against target, 67% (12) are 'On-Target'

Progress

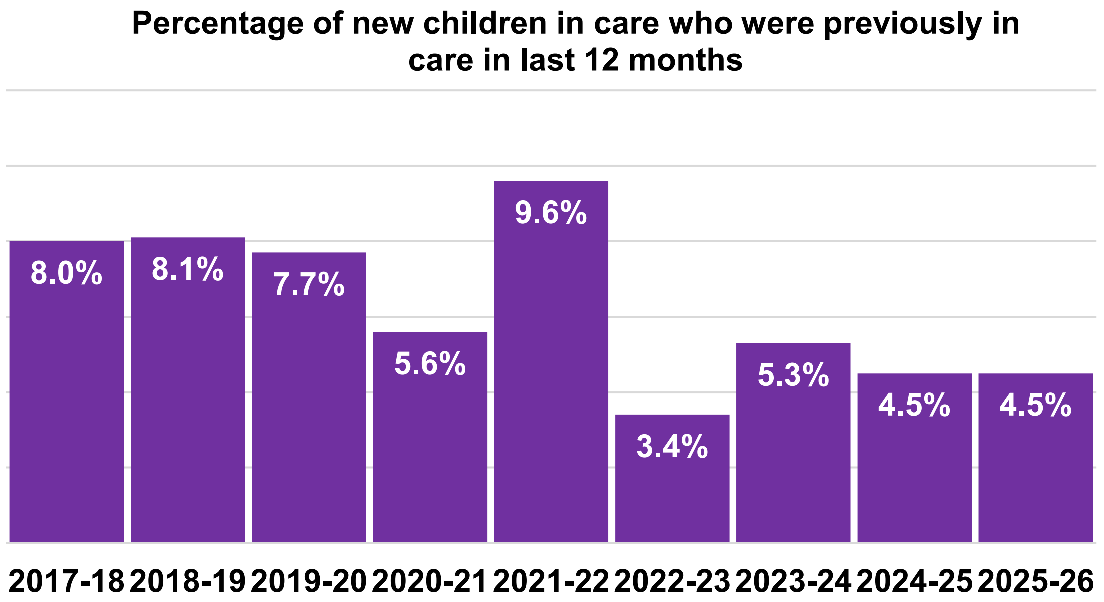
Target status

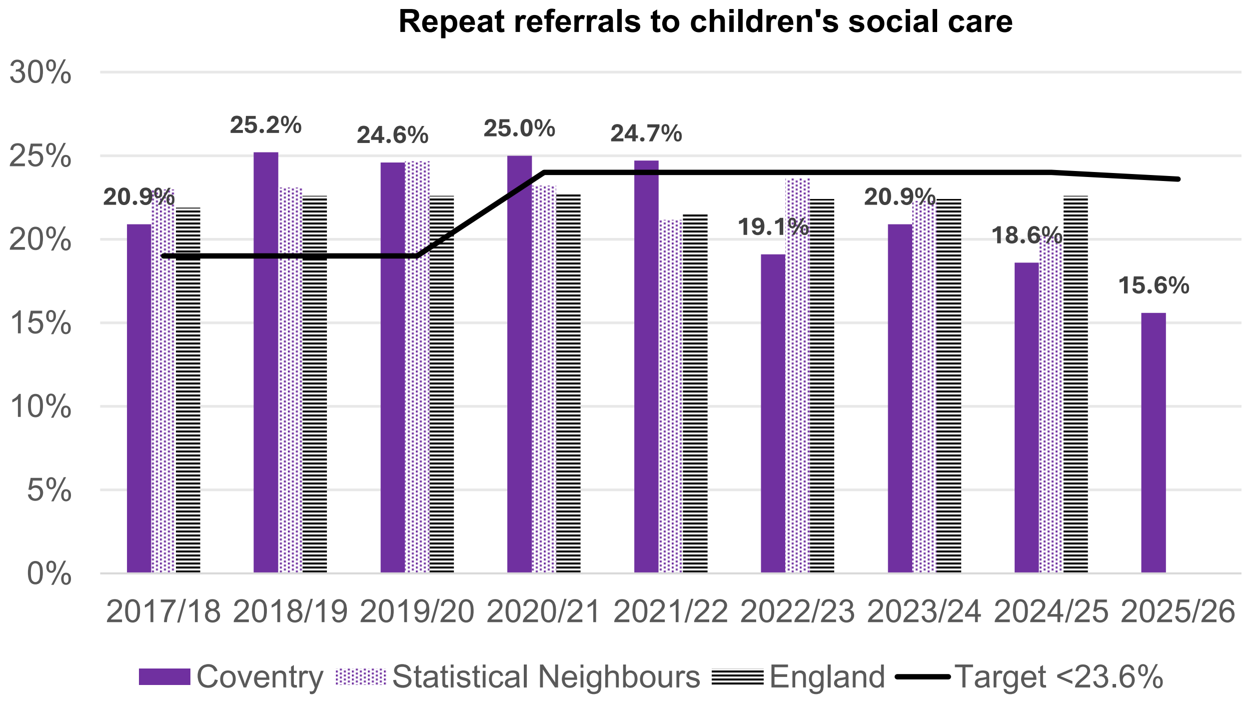
Icon & Colour	Progress	Target status
	Improved	On Target
	Got worse	Off Target
	Similar/Unchanged	-
	Cannot Say	No Target Set
	Insufficient data to judge progress/status	
	Not available/no updated data	

Children and young people achieving positive outcomes: Performance Reflections

We continue to strive and deliver support to our children across the city. There has been a net increase in numbers of children in care (excluding UASC), contributed to by some larger sibling groups entering care and a lower rate of children leaving care over this period. Although this means there has been an upturn in the rate/10,000, overall performance remains comparatively stronger than statistical neighbours. On the other hand we have seen a reduction in repeat referrals, from 18.6% to 15.6% this year. Results are not only well above target but also surpass Statistical Neighbour and England averages. This indicates that children and families within the city are benefitting from effective, high-quality support and safeguarding measures. The improvements they experience remain stable over time, reflecting robust practice and sound decision making.

We continue to have a stable position on the % of children in care who have been in care before. Being well within our targets (6%), only 4.5% of children in care have been in care previously (rolling 12 months). This trend highlights the strengths in practice and decision making as regards the right children coming into care at the right time with effective care and permanence planning in place to deliver sustained outcomes for children.



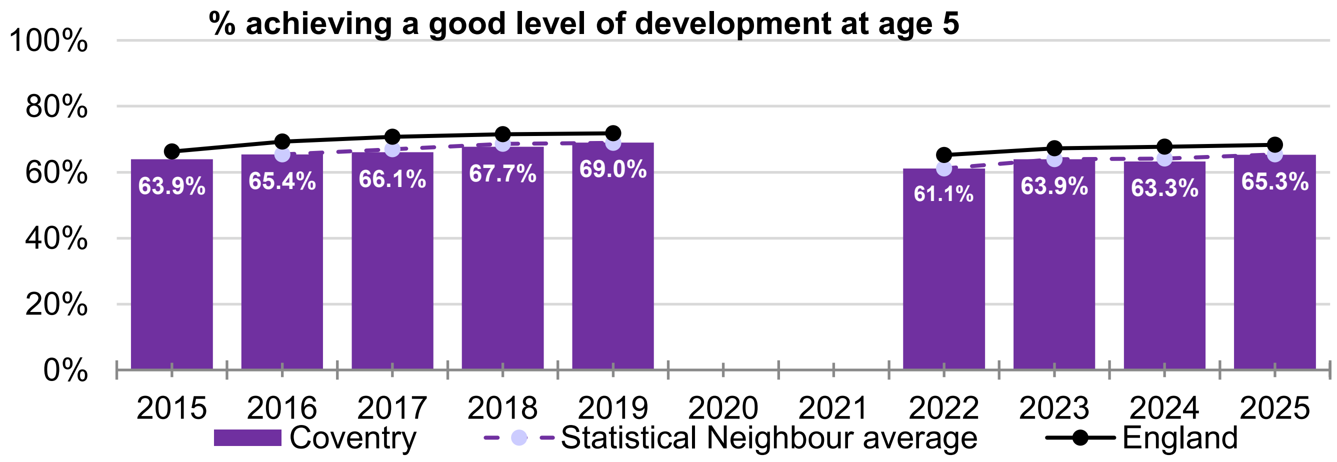


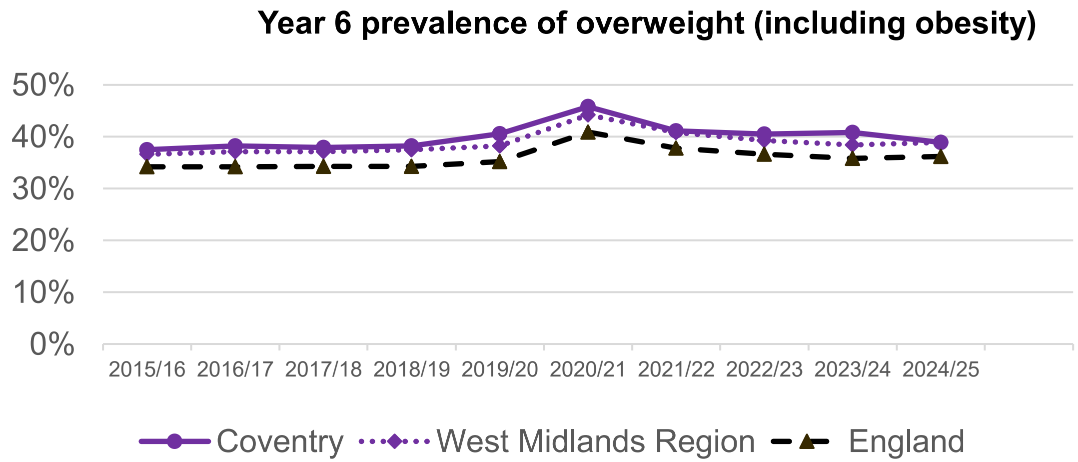
Children and young people achieving positive outcomes: Performance Reflections

65.3% of Coventry 5 year olds were assessed at being at a ‘Good level of development’ (GLD). Notwithstanding significant work in this area Coventry’s citywide GLD measure remains below national and just below statistical neighbour average in 2025. However, outcomes for 2025 improved from 2024 and at a faster rate than nationally. With the government setting new GLD targets for councils, Coventry will be aiming to reach a target of 72.3% by 2028.We have also seen a 1.9% decrease in year 6 children who are overweight (including obese). This could be attributed to an integrated Family Health and Lifestyle service embedded in local settings, the impact of Family Hubs with hyperlocal approaches, and other CYP-relevant work. A reduction from 40.8% in 2023/24 to 38.9% in 2024/25. This amounts to 1,695 Coventry year 6 children in 2024/25 down from 1,785 in 2023/24. These reducing numbers contrasts with an increase across England so, while childhood obesity rates in Coventry remain above the national average, the gap narrowed a little in 2024/25.We have also seen a marginal increase in children living in relative low-income families 'Before Housing Costs since last year.

The ‘child poverty’ indicator used the definition of 'relative low-income families 'Before Housing Costs’, and the data has been revised with new calculations, therefore counts and %s for previous years have been revised. The number of Coventry children estimated to be living in these households (where income is less than <60% of the national median) was 18,891 in 2024/25, a quarter of all Coventry children aged 0-15 – 25.5%, a small change from the year before (25.2%.) New methods this year (DWP) enabled the creation of an additional measure: 'After Housing Costs'. This measure adjusts the estimates using different income thresholds, relative low income after the effect of housing costs on the household income distribution are accounted for – this increased to 24,000 Coventry children, 32.2% of 0-15s

The 2025/26 Holiday Activities and Food (HAF) programme has been Coventry’s strongest and most comprehensive year of delivery to date with 3,075 children and young people supported through Spring 2025 programme supported. The Summer 2025 programme further supported 4,274 children and young people including 1,637 children with SEND and an additional 2,387 through the Winter 2025 programme supported. In total 9,736 HAF places have been accessed. The customer services team are implementing the new crisis and resilience fund; with an emphasis on targeted support and building resilience in our most deprived families.





Children and young people achieving positive outcomes: Actions taken in year

A robust performance management review and oversight approach in the service alongside dynamic and responsive Quality Assurance activity is enabling leaders to have a deeper understanding of areas of challenge and actions needed to address. This has been complimented by a robust, and consistent senior manager decision making approach in relation to children entering care with a strong focus continues on family strengths-based practice and valuing families, of which Reunification and Family Group Decision Making is a central part. Re-referrals are an area of focus in the MASH multi-agency quality assurance program, which helps identify patterns, key themes, and areas where practice can be enhanced. This ongoing analysis ensures positive performance is achieved and children and families have meaningful outcomes .

Alongside this early years continues to be a citywide priority through the Early Years Strategy and the Best Start for Life programme. Coventry also continues to invest in the Be Active Be Healthy (BABH) service provided by South Warwickshire NHS Foundation Trust. A Public Health review of the BABH service is currently being undertaken to assess the effectiveness of the service by comparing participants' health metrics before and after taking part in programmes, which will inform future service delivery. Through the Household support fund 17,156 individual households were supported in 2024/25, ensuring timely access to essential support including receiving food support, energy support, clothing vouchers, and other support. Of this number 12,576 (roughly 73%) of households contain one or more children.

Improvements in the area of child poverty are complex and take time. With the Government announcing the national Child Poverty Strategy in December 2025, Coventry is now aligning its local approach with the national direction of travel. Child poverty in Coventry is currently high and widespread. In 2024/25, an estimated 24,000 children aged 0–15 were living in relative low-income households after housing costs, equivalent to 32.2% of children in the city. This is above the England rate of 26% and in line with the West Midlands, the highest regional rate in the country. Longer term improvements are projected through sustained, multifactorial support. Coventry's is comparable to the average for metropolitan boroughs.

HAF uptake has increased do to developing the quality, reach and diversity of provision to offer new venues and activities. SEND and inclusion have been a focus resulting in 36% of participants being children with SEND. Food and nutrition education is received by young people alongside nutritious meals. A new booking system ASH been introduced to support efficient access to provision. Customer services team are implementing the new crisis and resilience fund; with an emphasis on targeting supporting and building resilience in our most deprived families.

A second 'auto enrolment' of Free School Meals was undertaken in 2025/26 following a successful campaign in 2024/25. As the initial campaign captured so many families we expected the follow up campaign to be less significant. However we reached in another 359 households, resulting in 478 children eligible for Free School Meals. In respect of financial support, if the families take up the FSM, this works out to an estimated saving of around £220,000 for families, plus an estimated £640,000 income for schools generated through pupil premium.

Through the LIFT (Low Income Family Tracker) Programme, the Council and partners have been able to proactively award Free School Meals through an opt-out campaign, awarding to households who had otherwise not actively claimed themselves. In 2024/25, this resulted in Free School Meals awards to an additional 752 children and an additional £0.975 million pupil premium for Coventry schools. In 2025/26, an additional 478 children have been awarded Free School Meals and additional pupil premium income of £0.64 million.

Children and young people achieving positive outcomes-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Children in Care (rate per 10,000 population under 18 & number) excluding UASC's (L)	72.6/10,000 (607) (2024/25)	77.4 /10,000 (647) (2025/26)	N/A		No target set	
Percentage of new children in care who were previously in care (rolling 12 months) (N)	4.5% (March 2025)	4.5% (March 2026)	N/A		<6%	
Repeat referrals to children's social care (N)	18.6% (March 2025)	15.6% (March 2026)	Statistical Neighbours - 20.2% England - 22.6% (2024/25)		<23.6%	
Good level of development at age 5 (N)	63.3% (2024)	65.3% (2025)	Statistical Neighbours - 65.4% England - 68.3% (2025)		Better than statistical neighbours	
Overweight or obesity among children in Year 6 (N)	40.8% (2023/24)	38.9% (2024/25)	West Midlands Region - 38.9% England - 36.2% (2024/25)		To decrease	
Percentage and number of children (aged under 16) living in relative low-income families (Before Housing Costs) (N)	25.2% (18,232) (2023/24)	25.5% (18,981) (2024/25 provisional)	West Midlands Region - 27.1% UK - 19.3% (2024/25 provisional)		To decrease	

Cleaner, greener neighbourhoods

Performance	Actions taken in year
Although the number of removed/partially removed fly-tipping incidents reported to DEFRA has increased, this may be due to campaigns encouraging the public to report. The number of fly-tipping referrals (incidents) increased this year, and reflected in the 'Progress' for this indicator, although it may be considered a positive thing that more reports are being encouraged. More waste cases investigated than previous year. This data includes both proactive and reactive work with a wider scope than pure fly-tipping referrals (e.g. hot street patrols, Duty of Care inspections, unsightly land or property and refuse cases). Not all of these cases result in enforcement action, advice and warning letters are also strategies to improve compliance going forward.	Initiatives such as Bringing the Tip to You, focusing on areas identified as hot spots, aim to reduce the number of fly-tipping cases. A restructure of the Neighbourhood Enforcement team with a targeted focus on wards is underway.

Cleaner, greener neighbourhoods-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Total number of fly-tipping referrals (incidents) (L)	7,188 (2024/25)	7,880 (2025/26)	N/A		No target set	
Total number of referrals responded to (actions) (L)	8,814 (2024/25)	9,520 (2025/26)	N/A		No target set	

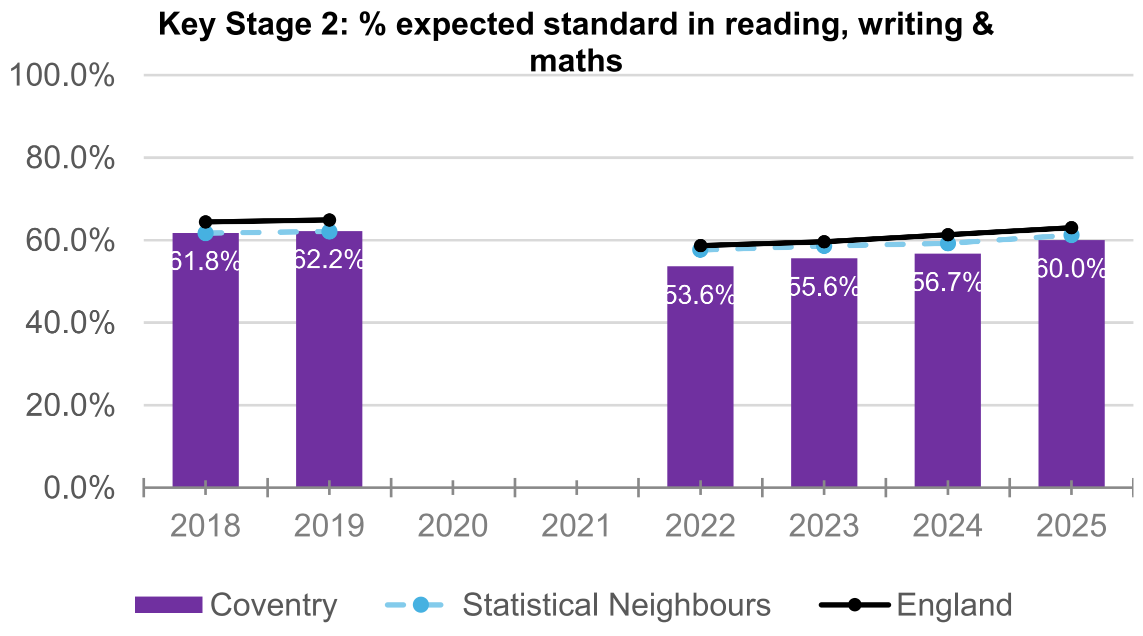
Improving education and pathways for young people: Performance Reflections

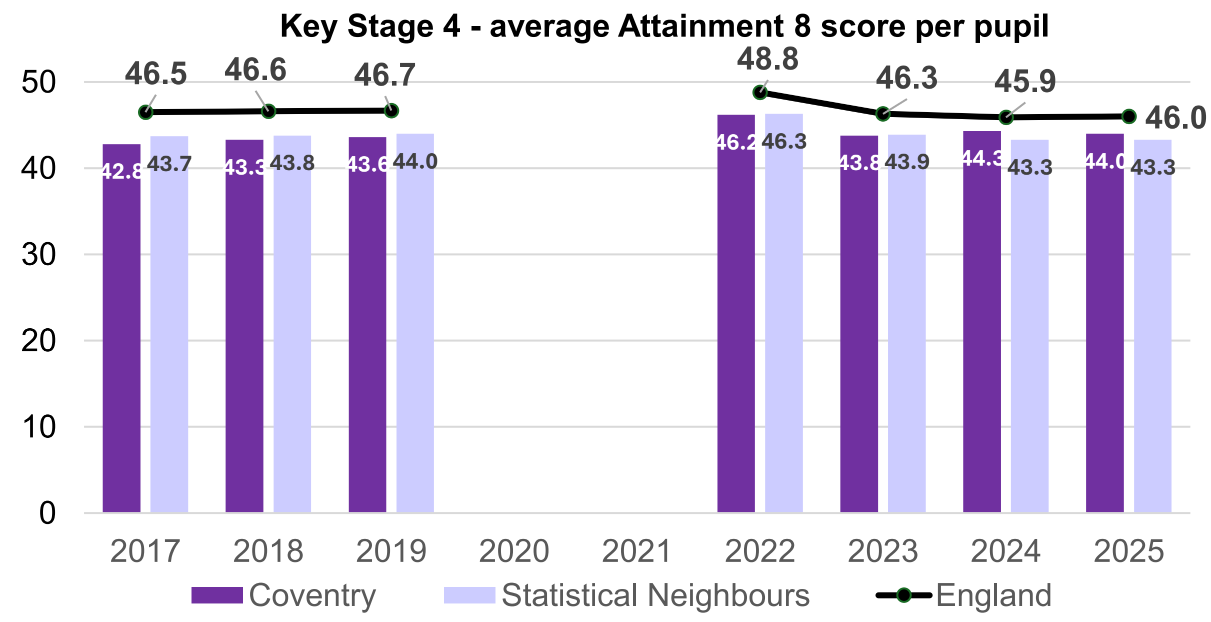
In KS2 attainment for reading, writing and maths combined, there has been an improvement in performance in Coventry in 2025 and at a faster rate than national. Outcomes remain below national, but we have maintained performance when compared with statistical neighbours. The individual attainment for each of reading, writing and maths improved.

In KS4 the Attainment 8 measure for 2025 decreased whilst national slightly increased from the previous year. This was following a significant increase in 2024. In English and Maths combined, for both the standard pass (GCSE grade 4) and strong pass (GCSE grade 5), there has been a decrease in performance in Coventry in 2025. Coventry is below national but above statistical neighbours

There will be no Progress 8 measure for the next two years (2024-25 and 2025-26) due to the lack of KS2 national assessment data from the pandemic.

23% of children in care who are school leavers up to the age of 18 were 'NEET', not in employment, education or training. This is a positive position, and a better position than bordering areas. This academic year we have transitioned the Post 16 cohort onto our EPEP system for consistent tracking of their employment, education or training status and education settings we have also introduced earlier careers advice into year 11 for all children in care for NEET prevention. Also, we usually record both NEETs and 'not knowns' rather than just the NEET figure, this is because although some LAs have low NEETs they have high "not knowns" . Coventry has zero "not knowns".





Improving education and pathways for young people:Actions taken in year

During the year, the Coventry Education Partnership continued to bring together all schools, academies, trusts and the Local Authority to improve outcomes and aspirations for young people. This work has been underpinned by a strong moral commitment to collaboration, with partnership working across the city consistently recognised as a key strength.

The Local Authority has acted as a central facilitator, coordinating partnership activity and enabling collective action against agreed priorities, while continuing to fulfil its statutory responsibilities for education and safeguarding. Regular headteacher partnership meetings have remained a key feature of the collaborative approach. Agendas are co-produced with representative headteachers, ensuring a balance of statutory updates and the sharing of effective practice. Alongside these, the Local Authority has facilitated a range of focused forums to support delivery in priority areas, including inclusion and SEND, safeguarding, finance, Early Years and curriculum development. Engagement with academy trusts has been further strengthened to support alignment across all sectors. School-led improvement has continued through secondary collaboratives and primary networks, with funded headteachers and CEOs leading this work. These groups have aligned their activity to partnership priorities, reinforcing a strong model of school-to-school support.

Targeted improvement activity has been delivered across networks and collaboratives, including work focused on writing outcomes, adaptive provision, peer-led headteacher enquiry and improved pupil induction in response to high levels of mobility. Investment through the SEND Workforce Strategy has also strengthened workforce capability and inclusive practice. The Local Authority has continued to promote careers and aspirations, contributing to the Coventry Careers Hub and leading Primary Aspirations Week, engaging schools, employers and pupils across the city.

Improving education and pathways for young people

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Key stage 2 expected standard in reading, writing & maths (N)	57% (2024)	60% (2025)	Statistical Neighbours - 61.2% England - 63% (2025)	✓	Better than Statistical Neighbours	✗
Key stage 4: attainment 8 (N)	44.3 (2024)	44.0 (2025)	Statistical Neighbours - 43.3 England - 46.0 (2025)	✗	Better than Statistical Neighbours	✓
Key stage 4: progress 8 (N)	+0.01 (2024)	N/A	Statistical Neighbours - 0.14 England - 0.03 (2024)	⊘	Better than Statistical Neighbours	⊘
Number of NEET Children in Care (L)	23% (July 2025)	23% (May 2026)	N/A	=	No target set	?

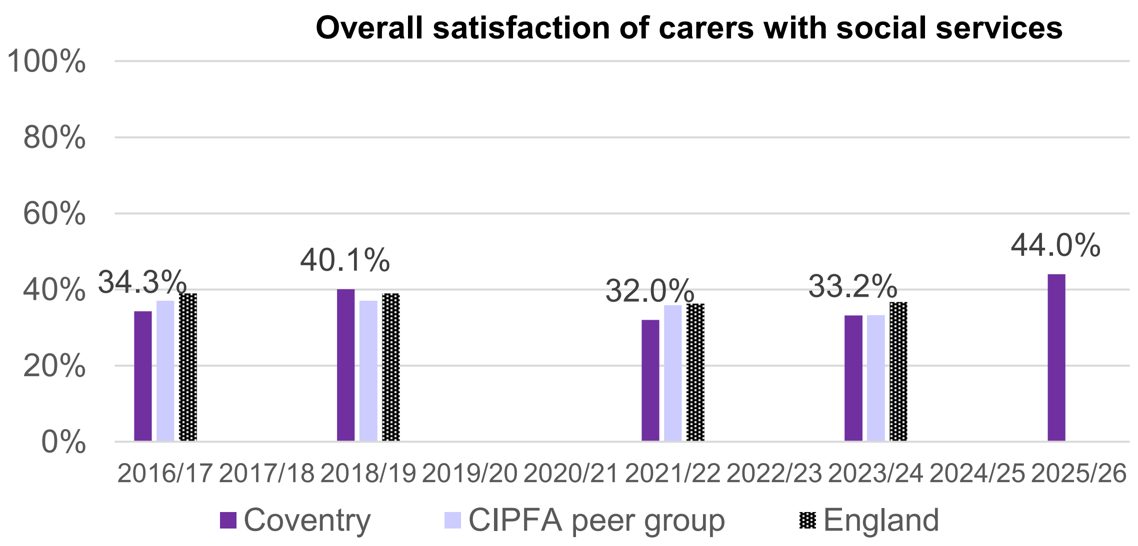
Improving health, wellbeing and independence: Performance Reflections

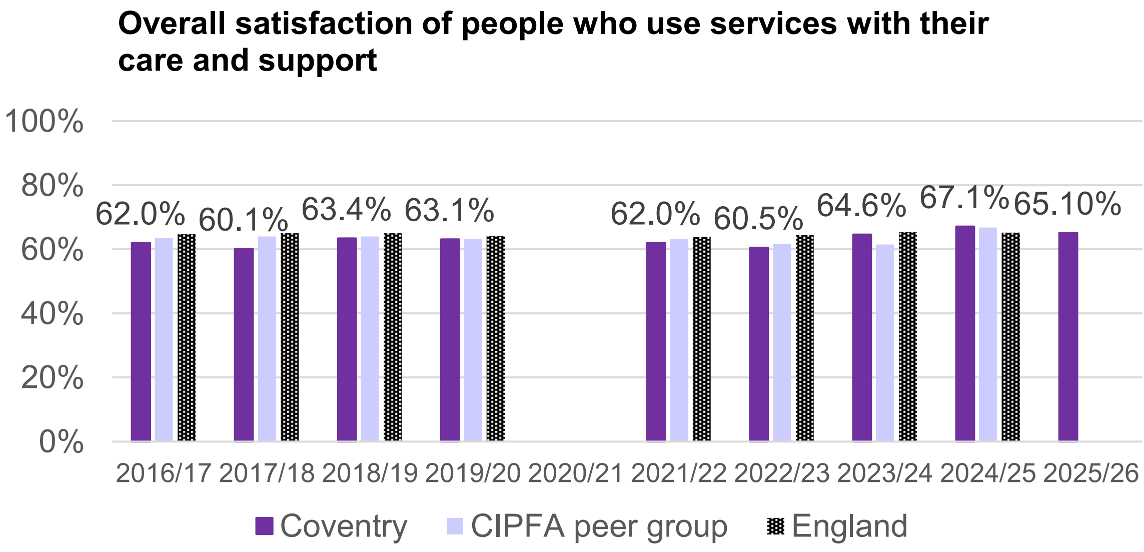
Our enablement and prevention approach is something we are very proud of and our collective work in partnership with health colleagues, Housing, Public health, and Voluntary sector ensures positive outcomes for the people we support. This is also demonstrated in our low conversion rate for people requiring ongoing care and support. Our approach provides a really great foundation to enable us to being to develop our Neighbourhood health approach for the people of Coventry.

Our performance evidences a good enablement approach, with 73.6% of people achieving their outcomes following short-term reablement, exceeding the 65.1% target, although not as good as 77.2% last year. Demand for long-term support remains stable, with rates broadly unchanged, reinforcing the impact of prevention and early intervention in limiting progression into ongoing care. Adult Social care works with people to maximise independence and reduce reliance on long term care. This includes a range of support options including provision of equipment, prevention options and short-term services. Early prevention, strong enablement pathways, use of community and preventative services with a focus on independence rather than dependency. A combination of these factors means only a proportion of people contacting us require long term care.

We also continue to seek the views of people we support as well as hear feedback from people throughout the year not just via usual surveys. We continue to engage with the community and held a number of 'ASC engagement events' throughout the year in various locations across the city. These events provides opportunities to share information relating to adult social care and what we offer. Our Carer satisfaction has improved significantly to 44%, reflecting the positive impact of enhanced support offers. While overall service user satisfaction has reduced slightly to 65.1%, it remains above target, suggesting a generally positive experience.

Life expectancy has plateaued for both males and females and remains below regional and national comparators, reinforcing the need to maintain focus on tackling health inequalities across the city. Nationally, Life Expectancy has started to plateaux and in many areas fall. This is partly the residual impact of COVID 19, but not completely and we should not necessarily expect Coventry's Life Expectancy to improve further, but instead focus on inequalities and the differences in Life Expectancy within the City.





Improving health, wellbeing and independence: Actions taken in year

Despite increased pressure on acute Hospitals, and those presenting at hospitals with high acuity as well as seasonal variations in terms of winter pressures, we continue to support people positively via enablement pathways and this is available and offered to people who are new and already known to Social care. Our market is very responsive to ensure timely discharge as well as support being available to avoid hospital admission.

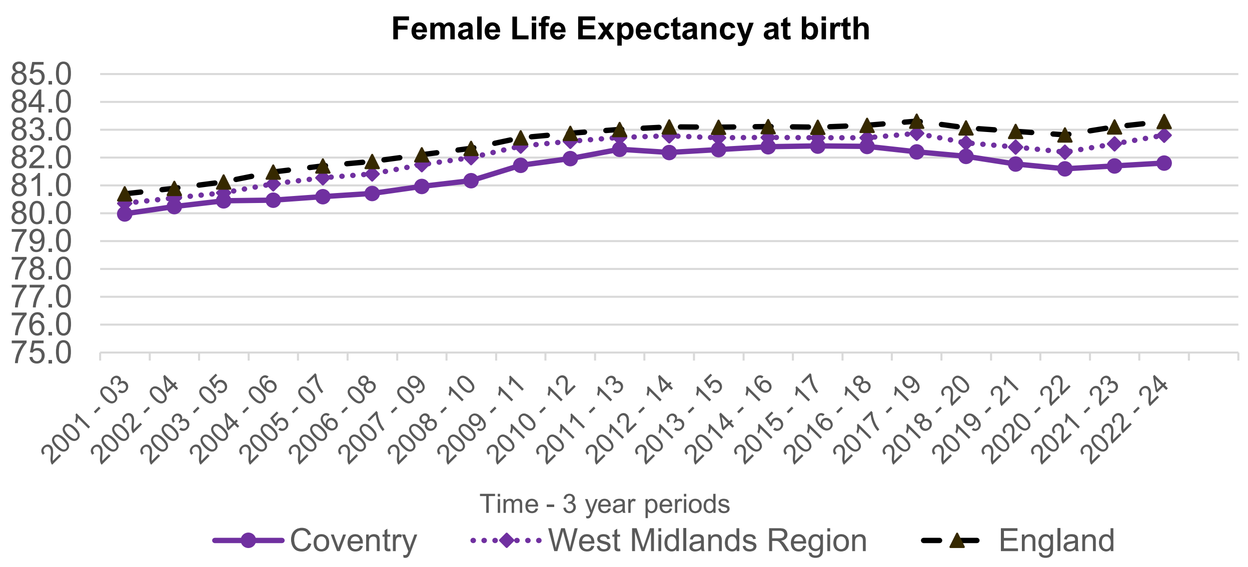
Prevention and enablement remain a key priority; however this places pressure on the workforce. Risk prioritisation tools are in place to ensure resources are targeted appropriately. working in partnership with commissioning colleagues is key to ensuring that the market is robust and has a range of options for people who require care and support, this includes voluntary sector.

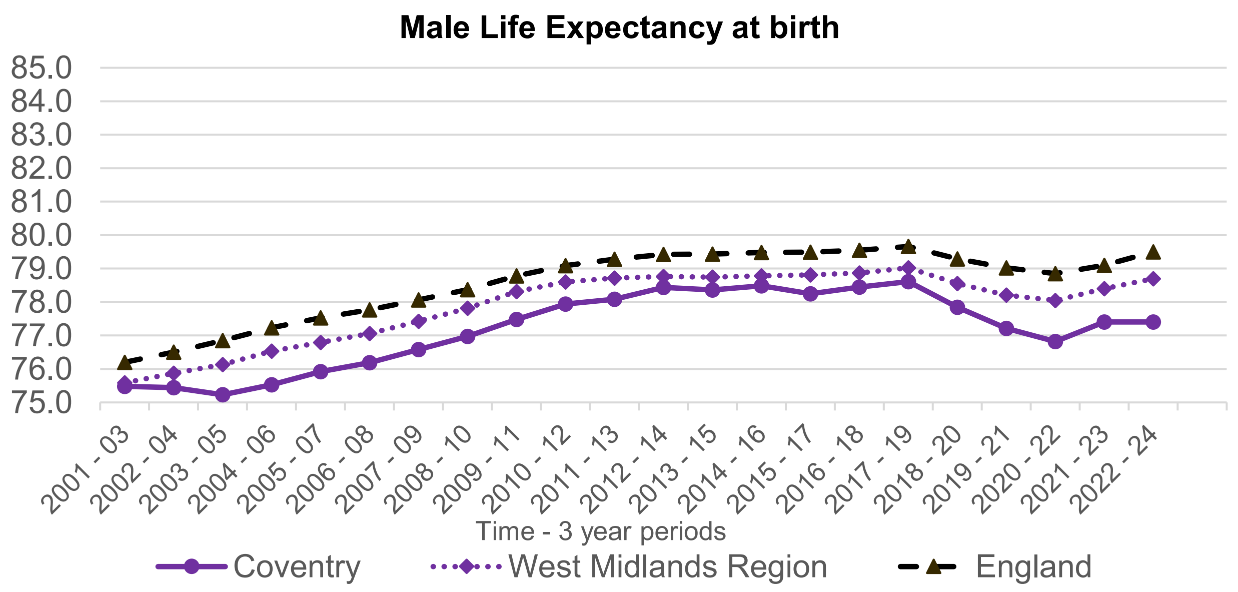
Recent additions to carers support include an online platform (Bridget) which enables Carers to complete online self assessments which directs them to support available in the community. We've also implemented 'MyTime' which support Carers to access a variety of different types of breaks, which can include Hotel stays and attendance at Sports

A New Carers strategy will be launched in 2026/27 following engagement with Carers to determine priorities and support progress.

We will continue to engage with people to seek their views on Adult social care. We have a well-established stakeholder group where we engage and co produce with people who use our services. We are also continuing to use our demographic dashboards which provides useful intelligence that allows us to identify gaps and initiate targeted approaches.

The council has recently recommitted to the Marmot approach to reducing health inequalities; working both internally and with partners to ensure that services are benefitting all residents, including our most vulnerable. Differences in Long term Enablement in the City will continue to be the focus.





Improving health, wellbeing and independence-Key Reflections

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Adult social care outcomes met through short-term reablement service (L)	77.2% (2024/25)	73.6% (2025/26)	No comparator data available this year	✖	>65.1%	✔
Adult social care service users receiving long term on-going support (L)	3,721 people (1345 per 100,000) (March 2025)	3,870 people (1355.7 per 100,000) (March 2026)	No comparator data available this year	=	<1380 per 100,000	✔
Female life expectancy at birth (N)	81.7 years (2021-2023)	81.8 years (2022-2024)	West Midlands Region - 82.8 England - 83.3 (2022-24)	=	To increase	✖
Male life expectancy at birth (N)	77.4 years (2021-2023)	77.4 years (2022-2024)	West Midlands Region - 78.7 England - 79.5 (2022-24)	=	To increase	✖
Overall satisfaction of carers with social services (N) (data available every 2 years)	33.2% (2023/24)	44% (2025/26)	West Midlands Region - 38.6% England - 36.7% (2023/24)	✔	>32%	✔
Overall satisfaction of people who use services with their care support (N)	67.1% (2024/25)	65.1% (2025/26)	West Midlands Region - 66.8% England - 65.2% (2024/25)	✖	>62%	✔

Safer communities and reduced harm: Performance Reflections

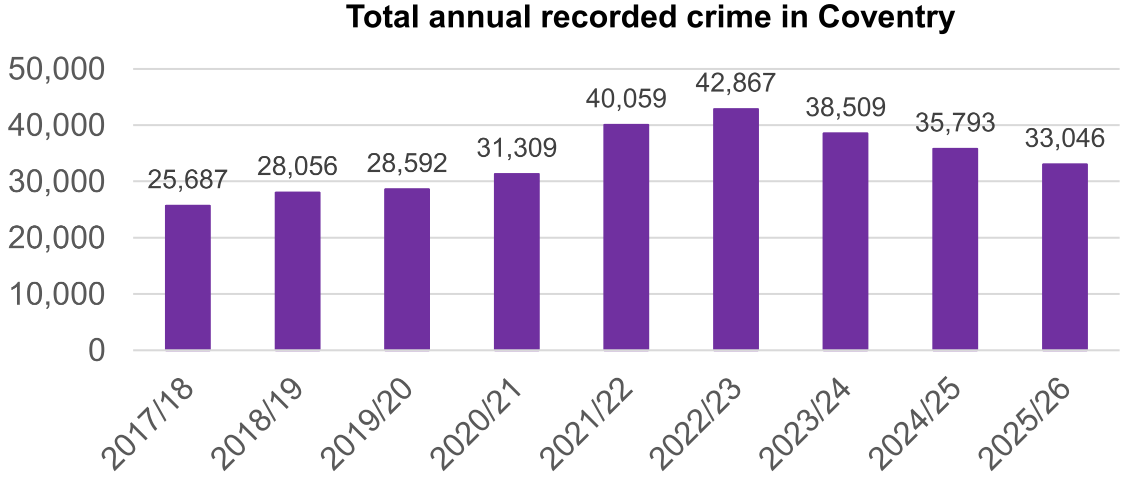
Coventry Continues to work closely with key partners including the West Midlands Police to support safer communities and reduce anti-social behaviour.

Recorded crime reduced by 7.67% during 2025/26, continuing the positive trend seen across a number of key crime categories. Reductions were recorded in domestic abuse, serious youth violence, sexual offences and knife crime, contributing to an overall reduction in crime across the city. Coventry continues to perform favourably when compared with a number of similar metropolitan areas, with the crime rate remaining below that of both Birmingham and Wolverhampton. This reflects the continued effectiveness of partnership working through the Coventry Community Safety Partnership and the delivery of targeted interventions aimed at preventing crime and reducing harm.

In Q4, Coventry Youth Justice Service (CYJS) recorded a further reduction in first time entrants (FTEs) compared with the previous two quarters, with 9 in Q3 and 20 in Q2. Overall, during 2025/26 there were 48 first time entrants, representing a reduction compared with the previous year (51). The FTE rate decreased from 151 per 100,000 to 131 per 100,000 children. Coventry YJS continues to maintain robust oversight of all first time entrant decisions. Each case is reviewed to ensure that formal outcomes are necessary, proportionate, and aligned with national expectations regarding diversion. In Q4, all three cases were assessed as appropriate, providing assurance that children are only entering the youth justice system when absolutely necessary and that opportunities for diversion remain a priority. The service continues to closely monitor first time entrant trends, using the data to understand emerging patterns and to identify potential drivers behind the year-on-year increase.

34.4% of Coventry children reoffended in the 12 months following their index outcome (July 2023 to June 2024). This is slightly above the YJS family group rate of 33.1% for the same period. This is a small increase from the previous cohort (January to December 2023), where Coventry's rate was 32.4%. The family group has also seen an increase over the same period, rising from 30.5%, so the upward trend is not unique to Coventry. While rates have gone up locally, the increase is slightly lower than the family group, which suggests Coventry is seeing similar pressures but with some relative stability. The increase in reoffending is largely linked to a smaller cohort of children with more complex needs and behaviours. This includes higher levels of vulnerability, more repeat offending, and greater overall risk. This reflects a wider shift across youth justice, where fewer children are entering the system, but those who do are more likely to have entrenched and complex needs.

Commissioned services for domestic abuse received a similar number of requests for support in 2025/25 to the previous year.



Safer communities and reduced harm: Actions taken in year

A number of factors are likely to have contributed to reduction in crime, including the ongoing work of the Violence Reduction Partnership and partners to identify and support individuals at risk of involvement in serious violence, targeted outreach and early intervention activity with young people, and coordinated enforcement operations delivered with West Midlands Police and other agencies. Seasonal Home Office funded initiatives, including the Summer and Winter Safer Streets operations, have also enabled partners to undertake focused activity in hotspot locations, providing both enforcement and preventative interventions designed to reduce crime and improve community safety. While it is not possible to attribute reductions to any single intervention, the continued use of intelligence-led, multi-agency approaches has supported the reduction in crime and contributed towards safer communities across Coventry.

Coventry Youth Justice Service maintains clear oversight of all FTE decisions through case review, ensuring outcomes are necessary, proportionate, and aligned with diversion expectations; use management oversight to challenge and support decision-making, keeping a consistent approach across the service and with partners; continue working with partners, particularly police, to prioritise diversion and avoid unnecessary entry into the formal system. To address re-offending we have expanded Inspire Days and BEX group delivery to improve engagement, build identity and strengthen protective factors, leading to reduced reoffending for children with the highest needs; target mentoring and relationship-based support at the smaller cohort of children to improve sustained engagement, reduce risk and achieve a measurable reduction in reoffending rates; strengthen oversight of reoffending through regular cohort review, using data, audit and feedback to identify patterns, adapt interventions and drive a consistent reduction in repeat offending.

The commissioned services for domestic abuse support have continued to receive and respond to many requests for support across the year.

Safer communities and reduced harm-Key Reflections

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Crime (rate per 1,000 population and number of crimes) (N)	97.0 (35,793 crimes 2024/25)	89.5 (33,046 crimes 2025/26)	Wolverhampton - 91.9 (25,834 crimes) Birmingham - 114.1 (135,021 crimes) (Jan – Dec 2025)	✓	To decrease	✓
First time entrants to youth justice system - rate per 100,000 young people aged 10-17 (& count) (N)	151 (51) (2024/25)	131 (48) (2025/26)	Family group average - 189 England - 147 (2025/26)	✓	To decrease	✓
% of young people re-offending within 12 months of caution or conviction (N)	32.4% (Jan-Dec 2023)	34.4% (July 2023 to June 2024)	Family group average - 33.1% England - 32.0% (July 2023 to June 2024)	✗	To decrease	✗
Number of people receiving commissioned support for Domestic Abuse (L)	2,560 (2024/25)	2,539 (2025/26 provisional)	N/A	?	No target set	?

Tackling homelessness and housing vulnerability: Performance Actions taken in year

Performance	Actions taken in year
Performance has shown improvement and remains on target, reflecting effective prevention activity and early intervention. We work alongside a range of partner agencies to provide housing related support, helping families access the services they need, including commissioning P3 who work closely with families to provide support, including budgeting advice, tenancy readiness, and assistance in accessing services such as education, health, and employment. Further progress is expected as new council initiatives are embedded, including the recruitment of additional officers dedicated to homelessness prevention, strengthening capacity and proactive support. There has been a continued improvement in relief outcomes, with performance remaining above target. This reflects the effectiveness of current approaches to securing alternative accommodation, and ongoing service improvements are expected to help sustain and further enhance performance.	The team has been expanding our prevention offer to residents and continue to build on this in the coming year. New prevention-focused posts have been introduced to increase capacity and support earlier engagement with households at risk of homelessness. Additional move on options have been made available by the commissioning of single persons supported accommodation, private rented schemes and also an increase in new build social homes becoming available this year.

Tackling homelessness and housing vulnerability-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
% of households at risk of homelessness successfully prevented (retained existing or secured new accommodation) (N)	50% (2024/25)	52% (2025/26)	N/A	✓	>51%	✓
% of households already homeless successfully relieved (secured alternative accommodation) (N)	24% (2024/25)	32% (2025/26)	N/A	✓	>25%	✓

Outcomes for residents: Supporting a Couple Living with Dementia Case Study

Mr and Mrs P are an older couple, both living with dementia and residing at home together. Prior to Adult Social Care involvement, health professionals were already supporting the family and had identified and diagnosed dementia in both individuals. However, due to the complexity of managing two people with progressive cognitive needs within the same household, the health team experienced increasing challenges in sustaining safe and effective support. A referral for Adult Social Care intervention was made to provide additional coordination, risk management, and holistic assessment. The case required a highly coordinated multi-disciplinary approach involving Social Work, Occupational Therapy, Community Nursing, and medical professionals.

Adult Social Care played a key role in leading on care coordination and risk management, Supporting decision-making in line with the Care Act and Mental Capacity Act and ensuring the voices, wishes, and wellbeing of both individuals remained central
Initial concerns focused on Mrs P declining care support for her husband, as she felt they could manage independently. This presented risks, particularly given both individuals' cognitive impairments.

Following Mr P's hospital admission, he was discharged to a Discharge to Assess (D2A) placement. This provided an opportunity for professionals to assess needs in a supported environment and plan for longer-term arrangements. The couple's daughters, who hold Lasting Power of Attorney (LPA), were actively involved throughout. Recognising the pressures on the family, both daughters were referred to Carers Trust for independent carers' assessments, ensuring their needs were also acknowledged and supported alongside the cared-for individuals.

A Best Interests decision was made to support both individuals to remain at home together. While it was acknowledged that some risks could not be fully eliminated, the decision prioritised:

- Their strong emotional bond and relationship
- Their clearly expressed wish to remain together at home
- The importance of maintaining stability and familiarity for people living with dementia

Adult Social Care worked with partners to put in place a robust care package and monitoring arrangements to mitigate identified risks as far as possible. Mr and Mrs P were successfully reunited at home following discharge; a sustainable home care package was implemented. Risks were managed proportionately, balancing safety with quality of life. The family felt supported and involved in decision-making, carers were recognised and signposted for support. At the most recent review, care arrangements continue to work effectively, supporting positive outcomes for both individuals.

PRIORITY 3

Tackling the causes and consequences of climate change

"Focus on tackling the causes of climate change and mitigating the inevitable consequences of this, to ensure the well-being of our residents and position Coventry as a leader and pioneer of the green industrial revolution"

Themes

- Encouraging sustainable and active travel
- Expanding sustainable energy and zero-carbon technologies
- Protecting nature, biodiversity and green spaces
- Reducing carbon emissions and improving air quality
- Reducing waste and increasing recycling
- Roads and pavements

Coventry has made measurable progress on its climate commitments. Our Carbon Disclosure Project score improved from B to A, placing the city among the top-performing cities globally in tackling climate change – an independent, externally validated recognition of the quality of our approach.

EV charging points in the city grew to 2,602, with usage increasing by over 70% – a clear signal that the infrastructure is being built and that residents are using it.

Household recycling improved to 34.2%, above the regional average, and our roads remain among the best maintained in England, with 98% of A roads in good or acceptable condition.

Six Tiny Forests were planted in nature-deprived communities, over 1,600 trees were planted through biodiversity funding, and nearly £380,000 of external investment was secured for nature conservation and community green space.

But there is more to do. Some indicators – including carbon advice to businesses and funding for environmental technologies – have declined, largely due to changes in national funding streams.

Our Climate Change Strategy 2024–2030 provides the framework to sustain and accelerate progress.

Encouraging sustainable and active travel

Transport decarbonisation remains a national priority, with local authorities expected to promote cleaner transport, improve public transport, and encourage safer walking and cycling. The Bus Services Act 2025 strengthened local authority powers, enabling franchising, enhanced partnerships and improved local control of bus networks, supporting more integrated and accessible services. Coventry's delivery continues to be guided by the Coventry Transport Strategy, which sets a long-term vision for a sustainable, equitable and resilient transport system that supports economic growth and improves health outcomes. Continued investment in active travel supports reduced congestion, improved air quality and better access to opportunities for residents.

Expanding sustainable energy and zero-carbon technologies

The UK remains legally committed to achieving net zero greenhouse gas emissions by 2050, with local authorities recognised as key delivery partners due to their influence over buildings, transport, planning, housing and energy systems. National programmes such as the Local Net Zero Hubs, Local Net Zero Accelerator Programme, and emerging initiatives including Great British Energy continue to support investment in local renewable energy, retrofit and low-carbon infrastructure. Coventry's response is set out in the Climate Change Strategy 2024–2030, which provides a clear framework across adaptation and resilience, the route to net zero, circular economy, nature and a fairer green future. This work contributes to wider national priorities around energy security, reduced bills and warmer homes, particularly through retrofit and low-carbon technologies.

Protecting nature, biodiversity and green spaces

Coventry has many green spaces covering around one fifth of the city, including several high-quality ‘Green Flag’ sites, but overall provision is relatively low and unevenly distributed. The Coventry Green Space Strategy 2019-24 identified 1,997 hectares of green space, two-thirds of which are unrestricted public spaces, across 430 sites.’ Despite this, unrestricted green space amounts to only 3.05 hectares per 1,000 residents, lower than in many neighbouring West Midlands authorities. There are large inequalities between neighbourhoods: central areas have the poorest provision - Foleshill ward with only 0.5 hectares per 1,000 residents, has more than 10 times lower coverage than the ward with the highest, Henley, at 6.0 per 1,000 residents. Coventry’s Climate Change Strategy also highlights low biodiversity, with only 11% of land conserved, against the UN target of 30%.

Reducing carbon emissions and improving air quality

It is estimated that greenhouse gas emissions for the whole of Coventry, from domestic, commercial and industrial sources, amounted to 3.4 tonnes per resident in 2023 . While this is lower than the UK average of 5.2, a Centre for Cities report: Cities Outlook 2026 ranked Coventry 18th highest out of 63 UK cities.

The Strategic Energy Partnership with E.ON remained central to delivery, supporting decarbonisation across Council assets, housing, schools and transport systems, while enabling innovation and green growth.

Coventry’s wider climate approach also integrates digital inclusion and circular economy outcomes. Through the #CovConnects programme, additional environmental benefits were achieved by 2025/26: over 220,000 kg CO_2 emissions saved through device reuse; more than 2,800 kg of e-waste responsibly processed; over 350 devices repaired and reused, supporting a circular economy approach.

Estimating overall levels of a number of air pollutants across the city - Coventry’s levels are lower than the average for metropolitan areas in England. Compared to the West Midlands Coventry’s overall levels are lower than Birmingham, Sandwell and Walsall, similar to Solihull and Wolverhampton, and slightly higher than Dudley. Within the city, pollution is highest in central, traffic-heavy areas and disproportionately affects older people, children, pregnant women, those with existing health conditions and low-income communities.

Reducing waste and increasing recycling

National waste policy is undergoing major reform, including Simpler Recycling, and the Deposit Return Scheme, designed to improve recycling consistency, reduce waste and promote producer accountability. National funding reforms also include the introduction of Extended Producer Responsibility (EPR), providing additional resources linked to waste management responsibilities and supporting the transition to a more circular economy. From 2026, councils will be required to collect a consistent set of recyclable materials across England, including food waste, helping eliminate confusion and improve recycling performance. Coventry's local approach is consistent with the Climate Change Strategy 2024–2030, which identifies the circular economy as a key pathway to reducing environmental impact and improving resource efficiency.

Roads and pavements

Highways maintenance has been supported by Government investment in local road networks. A £7.3 billion funding programme over the next four years, including an additional £500 million in 2025/26, reflects the importance of maintaining local roads for economic activity, public services and everyday travel. National policy continues to emphasise risk-based asset management, transparency and long-term planning, with new performance frameworks facilitating councils to demonstrate best practice and high-quality delivery. Coventry's approach aligns strongly with this national direction and has been formally recognised through a Department for Transport 'green' rating for highway maintenance. This rating reflects strong performance in road condition, capital investment and the adoption of best practice. Coventry is also leading innovation in greener highways, trialing low-carbon and recycled materials, including the use of recycled tyres and eco-friendly surfacing, contributing to reduced emissions and longer-lasting repairs.

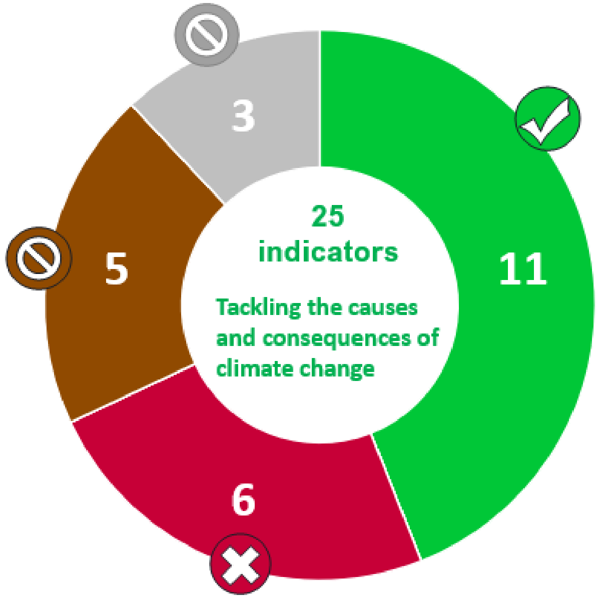
Ongoing investment in highways infrastructure supports accessibility, economic growth and climate resilience, ensuring the network remains fit for future transport developments such as electric buses, segregated cycleways and Coventry Very Light Rail.

PRIORITY 3
Tackling the causes and consequences of climate change

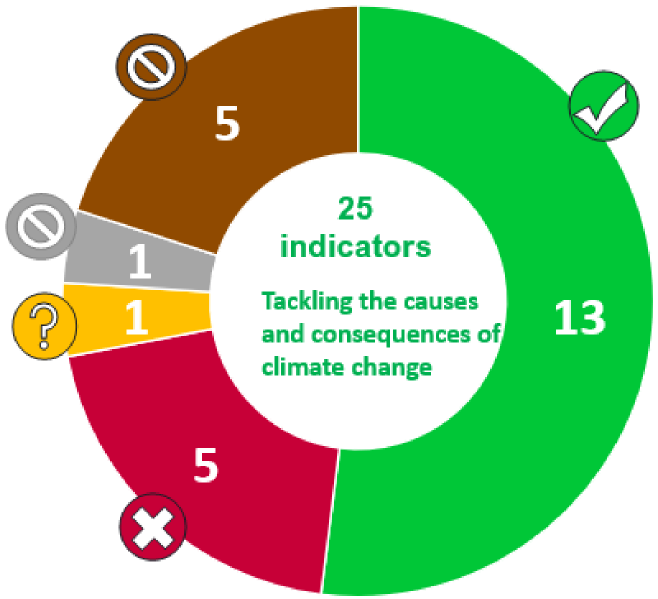
We monitor our performance for this priority through a set of 25 performance indicators.

Progress: Out of the 25 performance indicators, there are 8 for which we cannot currently report progress compared to the position last year. Out of the remaining 17 indicators – 65% (11) either improved or stayed the same.
Status: There are 7 indicators for which we cannot report their status against target. Out of the remaining 18 indicators for which we can report status against target, 72% (13) are 'On-Target'

Progress



Target status



Icon & Colour	Progress	Target status
✓ (green)	Improved	On Target
✗ (red)	Got worse	Off Target
= (blue)	Similar/Unchanged	-
? (yellow)	Cannot Say	No Target Set
⦸ (grey)	Insufficient data to judge progress/status	
⦸ (brown)	Not available/no updated data	

Encoding sustainable and active travel

Performance	Actions taken in year

Performance

The Council had initially increased our number of Electric Vehicles (EV's) in a number of areas in 2025/26, but we had a few vehicle written off in accidents and one section removed part of their vehicle fleet so numbers overall reduced. We will submit a bid of up to £1 million for depot charging infrastructure to address the challenges associated with electrification at our primary depot in Whitley. This will include exploring options to increase the site's power capacity through discussions with National Grid. If all vehicles were required to charge simultaneously, an estimated upgrade of 3.5 MVA would be required; however, the introduction of smart charging technology could reduce this requirement to approximately 700 kVA. The site currently operates on a 250 kVA connection, and we will work with National Grid to identify viable options to increase capacity. In parallel, we will review the vehicle replacement programme and develop robust cost models to demonstrate the whole life costs of transitioning from diesel to electric vehicles, actively encouraging a move away from diesel where operationally practical.

All the chargers are installed according to the programme. All chargers are operational, however, there are major issues with the rapid charger Charge Point Operators (CPOs). as there has been multiple cable thefts.

Usage of the data is showing upward trend as expected, notably that usage increase by more than the total number of chargers increased in the last year, indicators increasing use of existing chargers.

Out of Coventry residents responding to the most recent National Highways and Transport Network (NHT) resident satisfaction survey, 71% of all say that access is easy, and 69% of respondents with a disability say that access is easy - improved percentages from the previous survey.

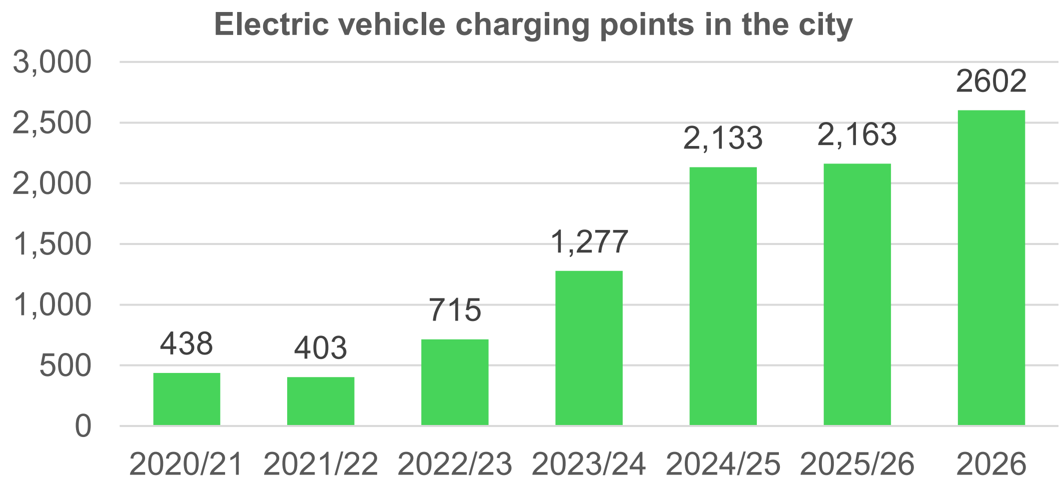
Actions taken in year

Even where grant funding has been secured to support upgrades to our charging infrastructure, it is likely that additional financial commitment will be required to accelerate the transition to an electric fleet. This will necessitate clear corporate commitment, including increases to the fleet budget and capital investment in charging infrastructure, to enable the full transition of the vehicle fleet.

Currently in contractual conversations with the Charge Point Operators (CPOs).To improve the usage of the chargers, CPOs are looking at marketing options with the Council.

A number of things are done that support the accessibility of the transport network, including: maintenance of footways, crossings, and dropped kerbs, ensure a consistent and accessible standard across the network; works (utilities, highways, developments) are coordinated to minimise obstruction and maintain accessibility during roadworks'; improvements to accessibility are aligned with wider transport strategies, including active travel, bus service enhancements, and public realm schemes.

Other initiatives this year:
- Implementation of the all-electric bus city programme
- Delivery of cycleways, School Streets and safer crossings
- Progression of Coventry Very Light Rail, including the test track introduced in 2025



Encouraging sustainable and active travel-Key Reflections

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Council vehicles that are zero carbon emission (L)	75 (Mar 2025)	72 (2026)	N/A	✗	To increase	✗
Electric vehicle charging points in the city (L)	2,133 (2024)	2,602 (2026)	N/A	✓	To increase	✓
Usage of electric vehicle charging points in the city (L)	1,096,504 kWh (2024)	1,876,614 kWh (2026)	N/A	✓	To increase	✓
Proportion of trips into/ out of central Coventry made by light vehicles (Survey) (N) (data available every 2 years)	78% (2023)	75% (2025)	TfWM - 64% (2024/25)	✓	To decrease	✓
National Highways and Transport Network (NHT) resident satisfaction surveys - accessibility: a - For Ease of Access overall b - For Ease of Access (for those with disabilities) (N)	a-69% b-58% (2024)	a-71% b-69%	England a-71% b-62% (2025/26)	✓	To increase	✓

Expanding sustainable energy and zero-carbon technologies

Performance	Actions taken in year
There are two key reasons for the decrease from the previous year in new funding for environmental technologies and management - One is that there were significant announcements for three years of sustainability funding through the Integrated Settlement in 2024/25, and we are now in the first year of scoping and delivery. - Secondly, the amount of funding that we are able to bid for on a national competitive level has been reduced as a result of more funding being directed through WMCA. We expect similar trends to continue in future years. Increased use of renewable energy and heat decarbonisation indicator was problematic to report on meaningfully as it was completely reliant on 3rd party published data that was rarely consistent and was proven to be inaccurate.	We will continue to deploy Integrated Settlement funding to enable the retrofitting of social homes and public sector buildings in Coventry and will continue to bid for national funds and work with E.ON to maximise the potential of the Strategic Energy Partnership to secure funding and investment for priority energy and environment projects.

Expanding sustainable energy and zero-carbon technologies-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
New funding for environmental technologies and management (L)	£21.5m (2024/25)	£4.4m (2025/26)	N/A	✖	To increase	✖
Increased use of renewable energy and heat decarbonisation (Household Survey respondents, score out of 35 based on answers to 7 questions, high is good) (L)	23 out of 35 (2024/25)	N/A	N/A	⊘	To increase	⊘

Protecting nature, biodiversity and green spaces

Performance	Actions taken in year
Improvements were made to 128,000m² of grassland and hedgerows across the city, plus 830m of habitat restoration along the Coventry Canal to support water vole recovery, in partnership with the Canal & River Trust and Warwickshire Wildlife Trust. Seven park sites were identified for targeted biodiversity enhancement, with reduced mowing enabling natural vegetation recovery, increased pollinator-friendly planting, and improved habitat quality. Tree planting was expanded across multiple sites using a mix of whips and semi-mature trees, supporting both long-term canopy growth and immediate amenity value. Over 1,600 trees were planted through biodiversity S106 funding at a cost of £40,570. A baseline for access to green and blue space is being established through the Council's Green for All programme. At present, access to green space is uneven across parts of Coventry, presenting a significant challenge. The city's Green Space Strategy (2019-2024) highlights that some of the inner-city wards have access to less than 0.5ha green space per 1000 people, compared to 6ha in other areas. This is the best baseline data we have at present, but we are working to improve the data sets so that they are more comprehensive, including capturing access to blue space (rivers and canals), quality of green space, biodiversity and climate resilience. During the year, six Tiny Forests were delivered in nature-deprived areas of Coventry, each comprising approximately 600 trees. These dense native woodlands have increased tree cover, improved local biodiversity, and expanded access to nature in some of the city’s most deprived communities. The initiative also achieved strong community engagement, with schools and local groups directly involved in planting activities. In addition, progress has been made in expanding opportunities for community food growing, with four new community growing sites in development across the city. These sites will bring underused land into productive use and increase local access to green space and community-led environmental activity.	During the year, the Council secured significant external funding and established the foundations for a long-term programme to address inequalities in access to green space. This includes just under £1m from the Nature Towns and Cities Fund to deliver the three-year Green for All programme, alongside Local Authority Tree Fund support for tree planting and E.ON funding for community growing initiatives. These resources have enabled the Council to work in partnership with environmental organisations, academic institutions and community groups to build capacity, improve data, and develop a comprehensive plan to tackle unequal access to green and blue space across the city. Through Green for All, work has begun to strengthen the evidence base, develop new policy approaches, and design practical interventions to improve connectivity to nature in urban areas. The programme sets out clear ambitions, including ensuring all residents can access quality green space within a 15-minute walk and increasing tree canopy cover so that every household can see at least three trees. Delivery planning is already underway to support these ambitions, including expanding street tree planting and launching a new community growing programme from 2026/27, enabling residents and community groups to transform underused council-owned land into community gardens. In parallel, the Council has progressed delivery-focused initiatives, including the Coventry Grows pilot, which is converting underused land into four community growing sites, with completion planned for 2026/27. To support long-term sustainability, a new Community Growing Policy has also been developed, backed by £100,000 per year from 2026/27, ensuring ongoing investment in community-led green space provision and local environmental improvement.

Protecting nature, biodiversity and green spaces-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Total m2/km of interventions delivered to support nature (L)	N/A	128,000m2 green space and 830m improvements to blue space	N/A		To increase	
Access to Green and Blue Spaces (L)	N/A	Indicator in development	N/A		To increase	
Total investment secured to support nature conservation (public and private) (L)	N/A	£268,272.18 - LATF to deliver Tiny Forests across Coventry £35k Nature Towns and Cities Green for All Programme (Yr 1 - capacity building programme) £76,294 Coventry Grows (Supporting creation of community growing sites, sponsored by E.ON)			No target set	

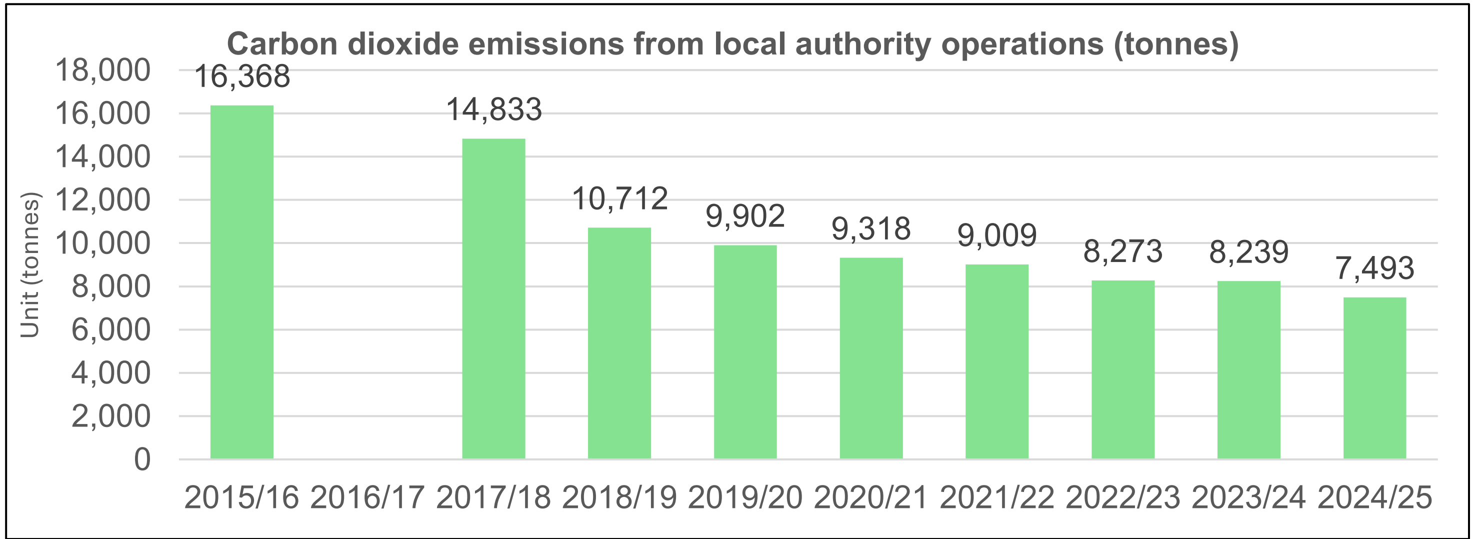
Reducing carbon emissions and improving air quality: Performance Reflections

There are two key reasons for the expected drop in the number of Coventry businesses receiving advice on carbon reduction. The level of funding for these activities was cut, with UK Shared Prosperity Fund no longer funding Energy & Resource Efficiency Audits. Secondly, WMCA (in liaison with DESNZ) wanted the Business Energy Advice Service to put a stronger emphasis on supporting more energy-intensive businesses and imposed a minimum energy usage requirement of 25MWH for firms to be eligible for the scheme, which significantly reduced the pool of Coventry businesses that could potentially be supported.

Energy services have engaged 70 schools with some form of advice or support in the city. SEP have engaged 2 schools with Primary Aspirations Project, in addition to Coventry College, Sidney Stringer and Coventry Uni. The Sustainability team also worked with three schools as part of the Retrofit Rocks projects with University of Warwick. All primary schools got a copy of the Arrons book launch. Books from Coventry author Aaron Ashmore, which celebrate the city's rich heritage. 22 schools were also engaged for an adaptation and resilience plan, looking at what the schools would need to prevent overheating.

Data on Carbon dioxide emissions from local authority operations is an annual figure that can not be reported on yet. It is usually available within June/July for the preceding financial year data.

Coventry's Carbon Disclosure Project (CDP) Score has improved from a B to an A in the latest data, which is subject to an independent assessment and provides a useful benchmarking tool against other global cities. The increase in scoring reflects the Council's Climate Change Strategy now being operational, delivery of the Action Plan underway and significant work to improve the city's response and highlight processes the team have in place. This puts Coventry in the top cohort of cities globally in terms of action being taken to tackle the causes and consequences of climate change. This includes carbon reduction, climate resilience and nature recovery.



Reducing carbon emissions and improving air quality: Actions taken in year

Due to ongoing funding constraints, the capacity to support a higher volume of businesses from April 2026 onwards may be more limited. However, there will likely be a new Regional Energy Service, which will continue to be more targeted towards higher energy users, and there will be a need to maximise promotion of the new service amongst business support intermediaries to ensure that those firms who most need the support take up the service, and that the service delivers stronger impacts in terms of energy cost savings, profitability and carbon reductions relative to levels of public investment.

Increase in energy service engagement was as a result of non-SLA (service level agreement) schools asking us for DECs or having support for projects. The Strategic Energy Partnership (SEP) are planning to engage with all maintained schools in the coming year

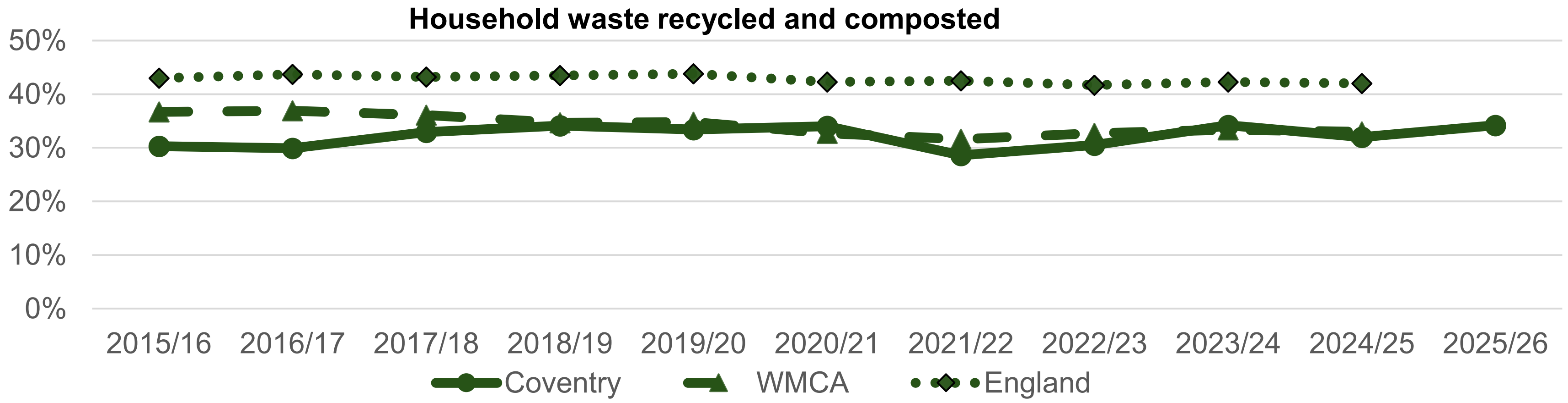
Number of planning policies in line with the Global Goals for climate action is also an annual figure that can not be reported on as yet. It is usually available within June/July for the preceding financial year data.

Reducing carbon emissions and improving air quality-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Advice on carbon reduction and green measures to businesses (L)	151 (2024/25)	58 (2025/26)	N/A		To increase	
Advice on carbon reduction and green measures to schools (L)	88 (2024/25)	100 (2025/26)	N/A		To increase	
Air quality Nitrogen dioxide levels (NO2) - number of diffusion tubes monitored where average annual concentrations exceed 40 µg/m3 (the legal limit) (L)	1 out of 75 (2024)	Data due 'June/July'	N/A		To decrease	
Carbon dioxide emissions from local authority operations (N)	7,493 tonnes (-5.95%) (2024/25)	Data due 'June/July'	N/A		To decrease	
CDP carbon disclosure score (N)	B (2024/25)	A (2025/26)	N/A		A	
Number of planning policies in line with the Global Goals for climate action (N)	61% (38 out of 62) (2024/25)	Data due 'June/July'	N/A		No target set	

Reducing waste and increasing recycling

Performance	Actions taken in year
The new waste education team are now in place, they will be working with the recycling collection teams, comms, and residents to reduce the amount of contamination currently being put into the blue bins. Also, they will be door knocking and helping to get our new food waste service up and running. They have a plan to visit community groups to try and encourage hard to reach communities and ensure they are aware of the opportunities to recycle. This year we will also introduce "Simpler recycling" trying to encourage more residents to recycle the easier things. CCC has identified the top 5 items that cause contamination and we will be informing the public of these as we go through the year.	New literature is being designed across all recycling themes, this will include posters, vehicles signs and leaflets, all spreading the same messages and themes. The Council Communications team can support the big part of the push on this and help to present a simple consistent message across all media.



Reducing waste and increasing recycling-Key Reflections

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Household waste recycled and composted (N)	32.0% (2024/25)	34.2% (2025/26)	WMCA - 33.0% (2024/25) England - 42.0% (2024/25)	✓	To increase	✓

Roads and pavements: Performance Reflections

The condition of principal (A) roads has improved due to investments in road treatments via extra budgets available from Transport for West Midlands (TfWM).

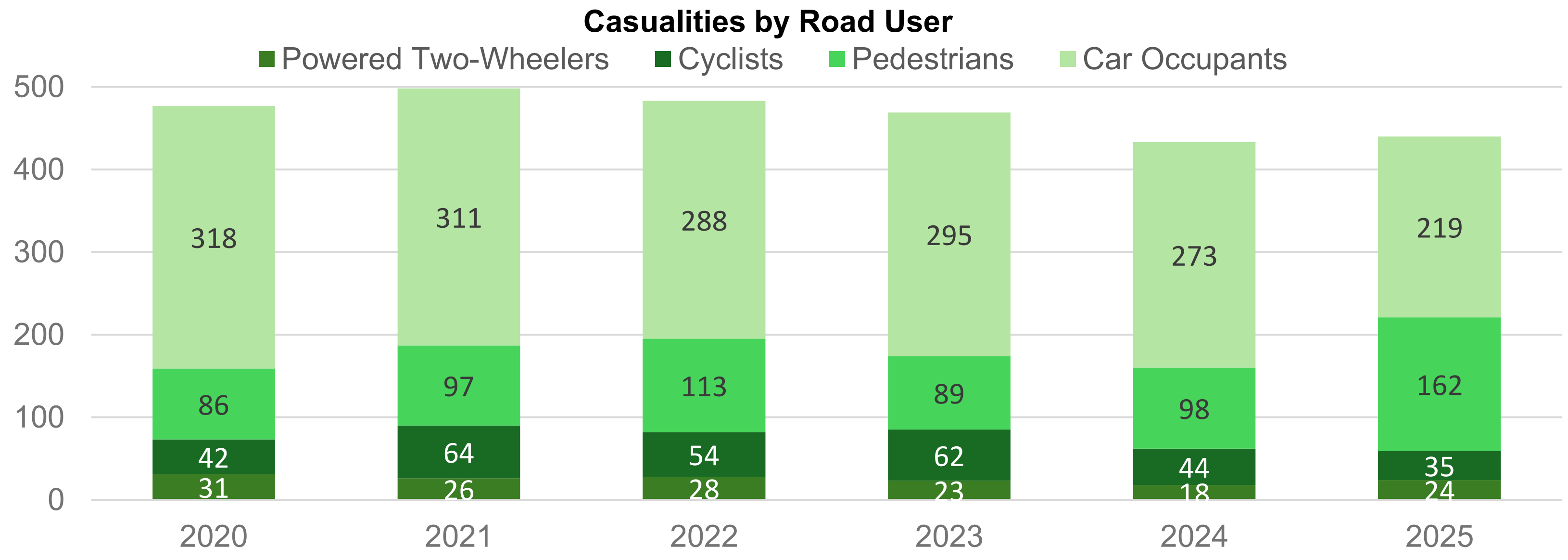
Condition of non-principal (B & C roads) has dipped by a small amount (1%), although performance remains above the national average.

Condition of unclassified roads has improved due to investments in road treatments via extra budgets available from TfWM / re-baseline and general increase in data availability.

This is the first year of improved/more accurate indicator on percentage of footway in good condition. 76% of pavements were judged as being in good condition, better than the target set at 70%. No national comparator figures available either as this is not collected by the Department for Transport (DfT).

Data on proportion of trips in/out of the city centre by light vehicles is taken from TfWM's biannual cordon count and is the combined mode share of cars, taxis and other light vehicles. The 3 % fall since 2023 has been driven by increases in the proportion of journeys made by bus (+2%) and by cycling (+1%), while the figures for rail has remained consistent

There has been a reduction in car occupant casualties of over 50 when compared with 2024, continuing a downward trend. The number of cyclist casualties has fallen by 9 since 2024, continuing a downward trend. The number of pedestrian casualties was the highest since 2018, with a notable increase in 2025. However, the longer-term trend since 2016 was downwards, so this year may be an anomaly. The number of powered two-wheeler casualties increased by 6. However, the longer-term trend remains downwards. Data on Road Casualties is provided by West Midlands Police. DfT validated data for 2025 is due to be published in October 2026, and may vary slightly to the data reported here.



Roads and pavements: Actions taken in year

Key actions, which are likely to have impacted proportion of trips in/out of the city centre by light vehicles include the rollout of the electric bus fleet and the construction of new segregated cycleways

Road safety interventions have been implemented at priority sites. These include road layout safety improvements and speed management measures such as Average Speed Enforcement and vehicle activated signs.

The expansion of the network of segregated cycleways has continued, supplemented by road safety and speed management measures on the rest of the highway network. Cycle training for adults and children has also been provided.

A programme of measures focused on improving the safety for pedestrians and other vulnerable road users is ongoing. This has included pedestrian improvements, new crossing facilities and school related initiatives such as 20mph speed limits. The programme has been supplemented by road safety interventions at priority sites, such as road layout safety improvements and speed management measures.

Roads and pavements-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Principal roads (A roads) in a good/ acceptable condition (N)	97% (2024/25)	98% (2025/26)	England - 95% (2024/25)	✓	95%	✓
Non-principal roads (B and C roads) in a good/acceptable condition (N)	98% (2024/25)	97% (2025/26)	England 93% (2024/25)	✗	95%	✓
Unclassified roads in a good/acceptable condition (N)	86% (2024/25)	87% (2025/26)	England 83% (2024/25)	✓	85%	✓
Percentage of footway in good condition – target 70% (L)	N/A	76% (2025/26)	N/A	⊘	70%	✓
Road casualties by road user type - car occupant (N)	273 / 467 58% (2024)	219 / 463 47% (2025)	TfWM 66% (2024)	✓	To decrease	✓
Road casualties by road user type – cyclist (N)	44 / 467 9% (2024)	35 / 463 8% (2025)	TfWM 7% (2024)	✓	To decrease	✓
Road casualties by road user type – pedestrian (N)	98 / 467 21% (2024)	162 / 463 35% (2025)	TfWM 20% (2024)	✗	To decrease	✗
Road casualties by road user type - powered two-wheeler (includes pillion passengers) (N)	18 / 467 4% (2024)	24 / 463 5% (2025)	TfWM 5% (2024)	✗	To decrease	✗

PRIORITY 4

Continued financial sustainability of the Council

“Ensuring the Council’s financial resources are aligned with key priorities in a way that enables us to maintain a strong and sustainable financial position”

Themes

- An engaged and representative workforce
- Delivering a balanced and sustainable budget
- Improving digital access and customer service

EXECUTIVE SUMMARY: Continued financial sustainability of the Council

Against a challenging national backdrop for local government, Coventry delivered a £3.2 million underspend in 2025/26 – improving on the previous year's position – and achieved a balanced budget for 2026/27 with a projected surplus in the two years that follow.

Savings delivery improved to 84%, up from 73% the previous year, with 65 savings projects delivering in full or above target.

Our workforce continues to grow in diversity, with BAME representation rising to 26.1% and disability disclosure increasing to 8.6%. Staff survey participation rose to 49%, reflecting improved engagement, and the Council retained its Gold Thrive Award for staff health and wellbeing. Agency spend fell by nearly £2.7 million as the workforce stabilised.

Digital access continues to improve, with 96.3% of Coventry households able to access full-fibre internet – well above the England average – and self-service transactions increasing by 4%.

Business and council tax collection rates remain below target and are areas of continued focus.

Overall, however, the Council is managing its resources responsibly, investing in its people, and maintaining the financial platform needed to deliver for residents.

An engaged and representative workforce

Workforce development continues to be shaped by national requirements under the Equality Act 2010 and the Public Sector Equality Duty, ensuring councils promote equality, eliminate discrimination and foster inclusive workplaces. National frameworks, including the Local Government Association Equality Framework, support councils to strengthen workforce representation, leadership, organisational culture and inclusive service delivery. Coventry's Equality Objectives 2025–2028 include a focus on improving staff representation, recruitment and retention across underrepresented groups at Coventry City Council. The Council supports staff wellbeing with continued support for mental health, physical wellbeing and flexible, inclusive working practices that enable colleagues to perform effectively. Looking ahead, ongoing challenges around recruitment, retention and skills capacity, particularly in high-demand services, will require continued focus on workforce development, inclusion and talent attraction.

Delivering a balanced and sustainable budget

Local government continues to operate in a challenging financial environment, driven by inflation, increasing demand for services, particularly in social care, alongside pressures in homelessness and SEND provision. The Local Government Finance Settlement 2025/26 confirmed approximately £69bn of funding nationally, alongside targeted grants for priority services and a commitment to introduce multi-year settlements from 2026/27, providing greater medium-term certainty. Coventry's Budget Report 2025/26 set out a significant financial programme including £961.9m gross expenditure, £171.6m capital programme. While a balanced budget was achieved for 2025/26, the medium-term financial position remains uncertain. Future funding reforms, ongoing service demand and inflationary pressures mean further efficiencies and income generation will be required to ensure continued sustainability.

Continued financial sustainability of the Council

Improving digital access and customer service

Digital inclusion is a growing national priority, reflected in the Government's Digital Inclusion Action Plan (2025), which recognises digital exclusion as a barrier to employment, education and access to services.

Coventry City Council is aligned with national policy, which focuses on: Improving digital skills; Tackling device and data poverty; Making public services more accessible; Supporting locally delivered digital inclusion activity.

Coventry's approach strongly supports the national digital inclusion agenda through the #CovConnects programme, delivering significant measurable impact for residents, communities and the environment.

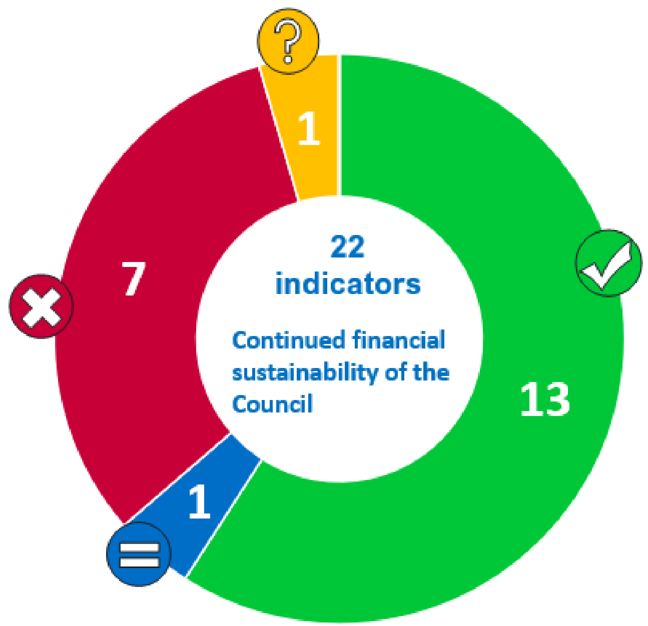
Digital services were further enhanced in 2025/26, while maintaining alternative access routes.

PRIORITY 4
Continued financial sustainability of the Council

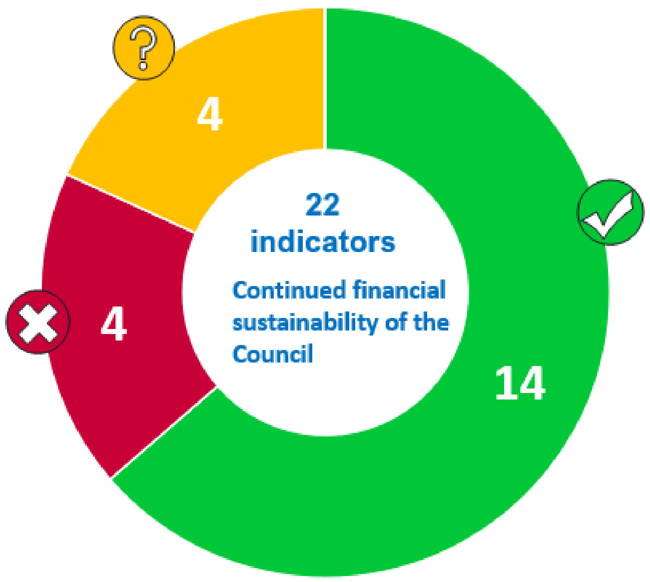
We monitor our performance for this priority through a set of 22 performance indicators.

Progress: Out of the 22 performance indicators, there is 1 for which we cannot currently report progress compared to the position last year. Out of the remaining 21 indicators – 67% (14) either improved or stayed the same.
Status: There are 4 indicators for which we cannot report their status against target**.** Out of the remaining 18 indicators for which we can report status against target, 78% (14) are 'On-Target'

Progress



Target status



Icon & Colour	Progress	Target status
✓ (green)	Improved	On Target
✗ (red)	Got worse	Off Target
= (blue)	Similar/Unchanged	-
? (yellow)	Cannot Say	No Target Set
⊘ (grey)	Insufficient data to judge progress/status	
⊘ (brown)	Not available/no updated data	

An engaged and representative workforce: Performance Reflections

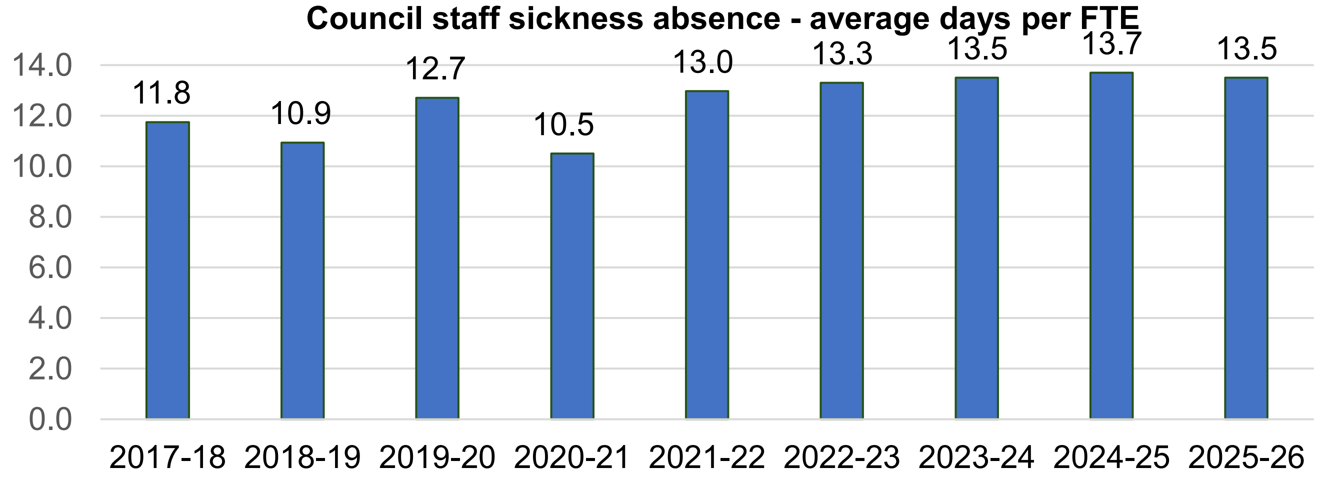
The headcount in the core Council (excluding Schools), the number of staff, has increased slightly. The workforce data (excluding Schools) shows a broadly stable position, with core headcount increasing slightly to 4,304.5 FTE, supporting service delivery. Sickness absence has improved overall, with a reduction in rolling absence to 13.5 days and short-term absence decreasing to 4.3 days, indicating positive impact from wellbeing and attendance management initiatives, although long-term absence has risen marginally and remains an area for focus. The absence figures re closely monitored throughout the year. Significant changes and decisions have been taken in relation to persistent or long-term absence cases where there is no indicated return to work or improvement - these are not reflected in the figures immediately.

The Staff Survey response rate has increased by 9% since 2023, reflecting an increase in engagement. Further progress is expected, as the organisation continues to build trust with the workforce, by ensuring consistency in practice and improving psychological safety. Gold standard of the THRIVE award for staff health and wellbeing has been achieved and the budget for reasonable adjustments has been centralised to improve the organisational response for employees. The proportion of the workforce identifying as Black, Asian and Minority Ethnic increased from 24.5% in March 2025 to 26.1% in March 2026 - an increase of 1.6 percentage points, demonstrating progress towards the target of reflecting the diversity of the city. Despite this, the year-end position remains below the population benchmark (34.9%), highlighting the need for continued focus.

The proportion of the workforce declaring a disability increased from 7.00% in March 2025 to 8.6% in March 2026, a rise of 1.6 percentage points, demonstrating positive progress in disclosure and representation. However, this remains significantly below the Coventry population benchmark of 15.45%, indicating continued scope for improvement. The proportion of the workforce identifying as LGB+ decreased slightly from 3.60% in March 2025 to 3.5% in March 2026 with a reduction of 0.1 percentage points. This follows a mid-year dip to 3.3%, with some recovery by year end. Representation remains below the population benchmark of 3.76%, indicating limited overall progress. The proportion of the workforce aged 16-34 increased from 17.2% in March 2025 to 19.3% in March 2026, a rise of 2.1 percentage points, demonstrating positive progress in improving age diversity. Representation remains below the Coventry population benchmark of 29.8%, indicating further progress is required.

The legal sex profile of the workforce has shifted slightly, with female representation decreasing from 68.1% to 67.4% and male representation increasing from 31.9% to 32.6% between March 2025 and March 2026.

This reflects a marginal movement towards a more balanced sex profile. Agency spend has decreased because of recent initiatives by the recruitment team to stabilise the workforce. This has included supporting managers to adopt more proactive attraction and recruitment strategies. Targeted efforts to transition individuals from agency contracts to CCC contracts have further contributed to reducing overall spend



An engaged and representative workforce : Actions taken in year

To support diversifying the workforce, a number of initiatives have taken place across 2025/26, including the expansion of the Inclusive Interview panels initiative and Wezesha, a positive action programme designed to support, develop and retain global majority colleagues. The recruitment team is actively working to promote the Council as an employer of choice across the city through various initiatives, including recruitment fairs and digital channels such as Indeed and LinkedIn with specific reference to welcoming applications from underrepresented groups in our job adverts.

Programmes like Elevate, a positive action programme designed to support, develop and retain LGBTQ+ colleagues and Aspire designed to support, develop and retain colleagues with disabilities and long-term health conditions have been launched.

Regular webinars designed to help colleagues understand & fairly apply reasonable adjustments are offered by Occupational Health and all Council line managers are required to attend Disability Inclusion training to create a disability confident culture. The training was introduced at the end of 2023 following the Calibre positive action programme, as part of a phased, targeted rollout. Given the scale of our workforce (900+ line managers) and limited Learning & Development budget and capacity (with no dedicated Diversity & Inclusion resource), delivery has been spread over multiple years, with sessions capped at 25 participants. Uptake to date (34%) therefore reflects delivery capacity rather than engagement.

Over the past year, sessions were prioritised for Care, Health & Housing, Children's Services, and Customer Service teams to improve completion rates and target areas of greatest need, with progress reported to the Chief Executive and the D&I Board.

In 2026, the Apprenticeship team moved to a structured recruitment window approach for apprentices, which supports a clear, consistent recruitment experience for all applicants and more time to recruit, helping us attract better applicants. Further training is also taking place locally and corporately to assist in the managing of sickness absence. Managers are making more difficult decisions in relation to long term or persistent absence cases; the policy has been updated to allow for easier escalation - this will be implemented from June – August 2026.

Work is currently underway to finalise the corporate Staff Survey Action Plan, which will help to embed the culture change required across the Council, in relation to the 4 key themes: Trust, Fairness, Change and Communication, with the implementation of the new agency provider, WM Temps/Opus, in June, this will further support our efforts to reduce spend. The focus will be on embedding workforce planning and talent management strategies, alongside proactively managing and minimising off-contract arrangements to avoid inflated agency costs.

An engaged and representative workforce-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Core employee headcount (full-time equivalents, fte) (L)	4195 (Mar 2025)	4304.5 (Mar 2026)	N/A		No target set	
Council staff sickness absence (rolling twelve-month period) (N)	13.7 days per fte (Mar 2025)	13.5 days per fte (Mar 2026)	N/A		To decrease	
Long Term Sickness absence (L)	9.0 days per fte (Mar 2025)	9.2 days per fte (Mar 2026)	N/A		To decrease	
Short Term Sickness Absence (L)	4.7 days per fte (Mar 2025)	4.3 days per fte (Mar 2026)	N/A		To decrease	
Participation in the staff survey (L) (data available every 2 years)	2,173 (40%) (Oct 2023)	2,359 (49%) (Oct 2025)	N/A		To increase	
Spend on agency staff (L)	£9,556,560 (2024/25)	£6,896,543 (2025/26)	N/A		To decrease	
Maintain the Gold standard of the Thrive Award for staff health & wellbeing (N)	Gold	Gold maintained	N/A		Gold	

An engaged and representative workforce -Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
% of workforce aged 16-34 (compared to Coventry population aged 16-67) (L)	17.2% (Mar 2025)	19.3% (Mar 2026)	29.8% (Coventry Census 2021)	✓	To be more representative of the city	✓
Legal sex profile of workforce (compared to Coventry population aged 16- 67) (L)	F - 68.1% M - 31.9% (Mar 2025)	F - 67.4% M - 32.6% (Mar 2026)	F - 49.7% M - 50.3% (Coventry Census 2021)	=	To be more representative of the city	✓
% of workforce that is Black, Asian and Minority Ethnic (compared to Coventry population aged 16- 67) (L)	24.5% (Mar 2025)	26.1% (Mar 2026)	34.9% (Coventry Census 2021)	✓	To be more representative of the city	✓
% workforce declaring a disability (compared to Coventry population aged 16-67) (L)	7.00% (Mar 2025)	8.6% (Mar 2026)	15.45% (Coventry Census 2021)	✓	To be more representative of the city	✓
% workforce from LGBT+ community (compared to Coventry LGBT+ population aged 16-64) (L)	3.60% (Mar 2025)	3.5% (Mar 2026)	3.76% (Coventry Census 2021)	✗	To be more representative of the city	✗

Delivering a balanced and sustainable budget: Performance Reflections

Prudent financial management alongside additional income have contributed to an improved balance budget position. A revised Government funding settlement has led to additional resources enabling additional investment in services and balanced position.£26.13m of savings were made in 2025/26 against a target of £31.11m, a delivery of 84%. 4 projects delivered no savings and 13 had partial delivery. 65 delivered full or excess delivery. It is aimed to achieve 100% of the savings identified, so this could be the target for the indicator, but the current target for this report is to improve the total and % of savings delivered compared to last year, and this was achieved.

The business rates tax base declined in quarter 4 as we see the impact of City Centre South (CCS) redevelopment. Business rates total rateable value represents the valuation of all commercial properties in the city assigned by the Valuation Office Agency and provides the basis for the business rates tax base.

The decline in the in year Business Rates collection rate in 2025/26 was largely attributable to several large assessments going uncollected due to business failure. The wider local trading conditions for businesses continue to create a challenging collection environment for business rates.

In terms of collection of business rate arrears, in 2025/26 a 50.1% reduction n business rates prior year balances was achieved, slightly lower than the 52.6% reduction seen in 2024/25. Business rates arrears at the start of the year were £12.4 million and reduced to £6.2 million by the end of March.

Council Tax collection remains challenging amidst ongoing cost of living challenges and high levels of population transience in the city.

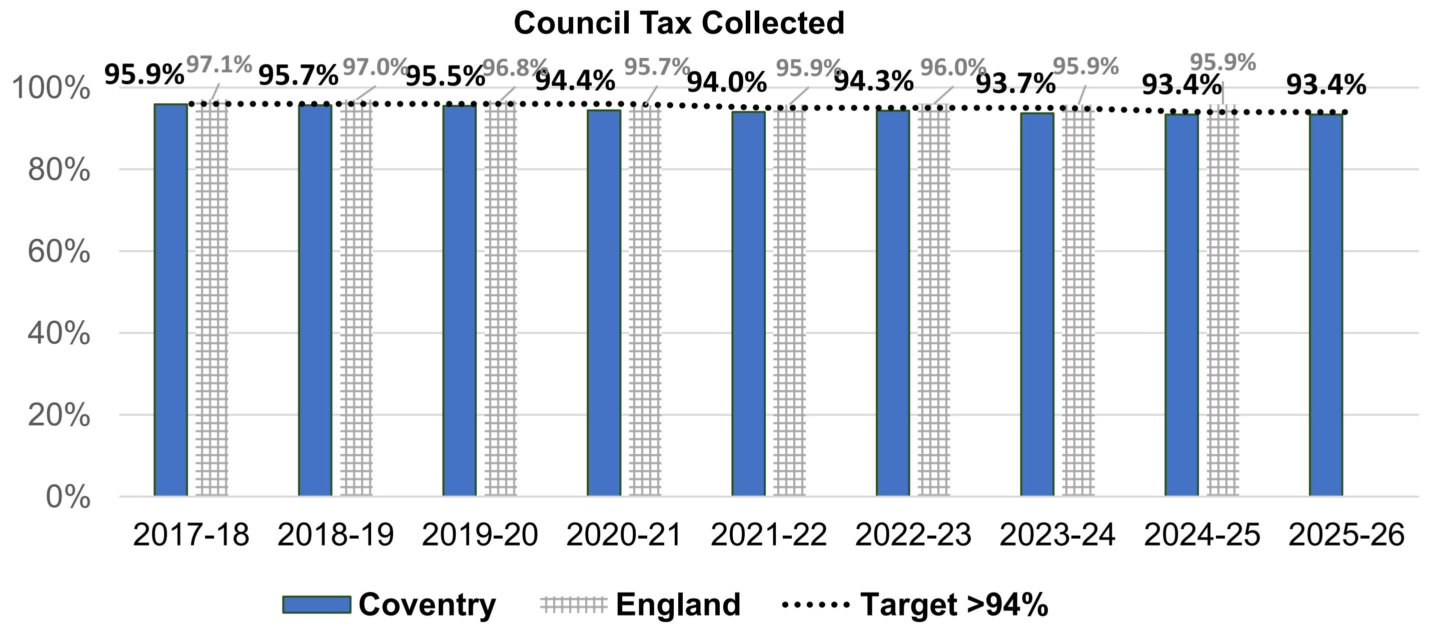
Collection of prior year council tax balances reduced from 25.1% in 2024/25 as the Council took steps to write off a significant amount of aged debt. £6.9 million of arrears were collected in 2025/26 compared with £7.4 million in the previous year.

Actions taken in year

The City Centre South (CCS) redevelopment will ultimately result in new and increased ratable units for both domestic and business taxation.

We continue to utilise all available recovery and enforcement remedies in the collection of business rates and continue to bill Council Tax quickly by automating up to 90 per cent of all changes in liability and continue to adopt quick and robust enforcement measures

We continue to utilise all available recovery and enforcement remedies in the collection of council tax.



Delivering a balanced and sustainable budget-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Balanced budget position in year (L)	£1.8m underspend (2024/25)	£3.2m underspend	N/A	✓	To improve	✓
Savings targets met (L)	73% delivered £22.18m out of £30.38m (2024/25)	84% delivery £26.13m out of £31.11m	N/A	✓	To improve	✓
Sustainable medium term financial position (L)	Balanced budget 2024/25 – future years show a deficit	Balanced budget for 26/27 and surplus position for following 2 years	N/A	✓	Sustainable	✓
Business Rates - total rateable value (N)	£341m (2024/25)	£336m (2025/26)	N/A	✗	No target set	?
Business Rates - collection rate (N)	94.3% (2024/25)	93.23% (2025/26)	WMCA - 95.6% (2024/25) England - 97.3% (2024/25)	✗	≥ 97%	✗
Business Rates arrears - % reduction in business rates prior year balances in year (N)	52.6% (2024/25)	50.1% (2025/26)	WMCA - 36.2% England - 39.3% (2024/25)	✗	No target set	?
Council Tax - collection rate (N)	93.4% (2024/25)	93.39% (2025/26)	WMCA - 93.1% (2024/25) England - 95.9% (2024/25)	✗	≥ 94%	✗
Council Tax - collection rate on prior year balances (arrears) (N)	25.1% (2024/25)	21.3% (2025/26)	WMCA - 19.2% (2024/25) England - 17.3% (2024/25)	✗	No target set	?

Improving digital access and customer service

Performance

A minor increase in households capable of receiving a full fibre internet connection and Coventry remains above the figure for England which has risen to 79%. [Figures from Ofcom Connected Nations November 2025].As a baseline 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. This data shows Coventry to have comparatively very good rates of access to good quality internet, in terms of the percentage of properties that *could* access it, but this doesn't mean all do access good internet and it doesn't fully protect against digital exclusion

Transactions progressed online, a 4% increase on last year

Actions taken in year

Work continues to both make services available on-line and at the same time to ensure that they are more user friendly and simpler to use.

Coventry's 14 council-run and 3 community-run libraries help to tackle digital exclusion by providing free WiFi and access to a total of 204 PCs and devices as well as study space and provision of free SIM cards via Good Things Foundation data gifting .For year 2025-2026 there were a total of 321,893 ICT hours (total number of PC and WiFi hours accessed across libraries) made up of 702,497 individual customer sessions. 4311 - SIM cards were also provided to residents during this period.

Since its inception the #CovConnects programme has also achieved strong outcomes in tacking digital exclusion, across access, engagement and partnership delivery :

- Over 6,000 digital devices distributed through the Device Bank
- More than 15,000 residents supported, improving access to services, education and employment
- Over 200 delivery partners engaged, with more than 70 returning for additional support, demonstrating sustained demand across the city

Access to connectivity and digital support is strengthened through:

- A network of 133 digital inclusion hubs
- The distribution of 16,500+ National Databank SIM cards, supporting residents to access data and connectivity
- Provision of Mi-Fi devices and data-enabled SIMs to enable safe and flexible online access

Improving digital access and customer service-Key Indicators

Metric	Previous (2024/25)	Current (2025/26)	Comparator	Progress	Target	Status against target
Households with access to full fibre internet (N)	95.7% (2024)	96.3% (2025)	England 79% (November 2025)		To increase	
Number of transactions completed through self-service channels (L)	570,077 (2024/25)	592,866 (2025/26)	N/A		To increase	

Outcomes for our city:#CovConnects Device Bank – Case Study

Carers Trust Heart of England are a charity that supports and improves the lives of all age carers across Coventry and Warwickshire. Via the #CovConnects Device Bank and wrap-around partner support, Carers Trust have provided carers with ongoing devices including laptops and smartphones, connectivity and digital skills training, empowering carers to feel confident whilst navigating the digital world .They have said the key meaningful uses for them have included people accessing an online community for support, engaging with health and wellbeing support and for the Young Carers to complete homework. Collaborating with Carers Trust has meant that both Young and Adult Carers have been able to get connected and grow their digital confidence. Adult Carers are now able to apply for jobs and connect socially. Young Carers can complete their homework without worrying about data limits, helping to reduce school sanctions and improve academic performance. After receiving a laptop, Kevin* is now able to learn the skills that he felt were never going to be possible, it has given him the opportunity to learn how to access the internet and keep in touch with family and friends that don't live locally.

***"Providing devices and connectivity has been a game-changer. It's not just about technology; it's about giving carers the tools to thrive."* – Jodie, Carers Trust**

Shaw Trust is a leading employment charity. Each year they support hundreds of thousands of people to achieve their full potential. Shaw Trust's Device Bank journey with #CovConnects has meant supporting young NEET Coventry residents to access digital devices and learn new digital skills, empowering them to use the devices for personal growth. Applying for college courses, conducting job searches and completing functional skills training have been some of the key meaningful uses for these devices. With their new refurbished devices, young residents in Coventry have been able to engage in many different activities that have developed their confidence in navigating the digital world. From completing short courses such as first aid training and online safety, to connecting with others via social media, the devices have gone a long way in helping the young residents to take the vital next steps in their lives. A young resident who received a laptop completed their functional maths qualification and has gone on to start an apprenticeship.

***"One young person said to me, 'I feel normal now.' That was really humbling."* – Shaw Trust team member**

Thank You to Our Partners and Communities

We would like to extend our sincere thanks to all our partners, voluntary and community sector organisations, businesses, and residents for their continued support in delivering the One Coventry Plan over the past year. This year's progress reflects the strength of our collective effort. The One Coventry approach is rooted in collaboration, and it is through strong and effective partnerships that we have been able to respond to challenges, deliver services, and improve outcomes for our residents.

Across all priorities, from supporting residents through the cost-of-living pressures, to driving inclusive economic growth, improving outcomes for children and young people, and leading the city's response to climate change, the contribution of our partners has been vital. We have continued to work together in a way that reflects our shared values, taking time to listen, engage and respond to the needs of our communities.

This collective commitment has enabled us to build more integrated, responsive services, strengthen community capacity, and make a meaningful difference to people's lives across the city. Partnership working remains at the heart of our success. Whether through system leadership across children's services, joint approaches to tackling inequalities, or collaboration with health partners, schools, the voluntary sector and wider stakeholders, we have demonstrated what can be achieved when we work together with a shared purpose. As we look ahead, we remain committed to strengthening these relationships further. Together, we will continue to build a city that is more prosperous, inclusive and resilient, ensuring that residents are supported to access opportunities and live the lives they want to lead.

Thank you for your continued commitment, collaboration and shared ambition for Coventry.