

Scrutiny Co-ordination Committee

26 August 2026

One Coventry Plan – Reporting Update



Scrutiny Co-ordination Committee is asked to:

- Endorse the 2026 indicator changes as a stronger, scrutiny-informed framework for tracking delivery
 - Agree which One Coventry KPI themes should receive focused review by each Scrutiny Board
 - Note the 2027 KPI refresh so measures align with the Local Outcomes Framework and support strategic decision-making
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Executive Summary

- Oct 2025: Scrutiny reviewed and provided feedback on the One Coventry Plan indicators. The Plan now has 88 indicators.
- Nov 2025: Cabinet approved Scrutiny's recommendation that each Scrutiny body reviews performance annually on the KPIs within its remit, as part of the One Coventry Plan review process.
- This year's performance report has been redesigned for clarity and impact. The 88 indicators are now grouped thematically against the One Coventry Plan priorities, making performance information more relevant, accessible and easier to understand.
- Alignment of the One Coventry Plan to the Strategic Local Outcomes Framework, launched by the Ministry of Housing, Communities and Local Government, is complete.
 - Themed updates across priorities
 - Contextual and delivery indicators clearly identified
 - Frequency at which data is available

One Coventry Priorities and Themes 2026

Increasing the economic prosperity of the city and region

- A growing and prosperous economy (5 indicators)
- A vibrant and attractive city centre (2 indicators)
- Increased skills, training & pathways into employment (6 indicators)
- Reducing poverty and improving household financial security (3 indicators)
- Supporting housing growth to meet local needs (1 indicator)

Tackling the causes and consequences of climate change

- Encouraging sustainable and active travel (5 indicators)
- Expanding sustainable energy and zero-carbon technologies (2 indicators)
- Protecting nature, biodiversity and green spaces (3 indicators)
- Reducing carbon emissions and improving air quality (6 indicators)
- Reducing waste and increasing recycling (1 indicator)
- Roads and pavements (8 indicators)

Improving outcomes and tackling inequalities within our communities

- Children and young people achieving positive outcomes (6 indicators)
- Cleaner, greener neighbourhoods (2 indicators)
- Improving education and pathways for young people (4 indicators)
- Improving health, wellbeing and independence (6 indicators)
- Safer communities and reduced harm (4 indicators)
- Tackling homelessness and housing vulnerability (2 indicators)

Continued Financial Sustainability of the Council

- An engaged and representative workforce (12 indicators)
- Delivering a balanced and sustainable budget (8 indicators)
- Improving digital access and customer service (2 indicators)

PRIORITY 1

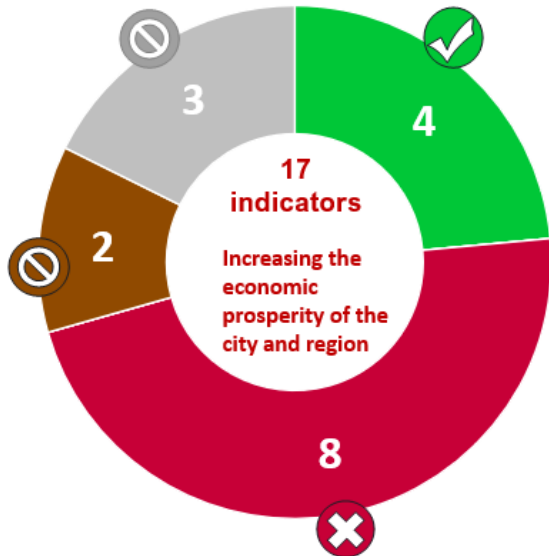
Increasing the economic prosperity of the city and region

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
	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	

Increasing economic prosperity – Key themes and changes to indicators

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

Changes to Indicators for 2026

Business measures broadened

Moved from a single “active enterprises” proxy to measures covering new business births, business deaths and 12-month survival.

NEET reporting strengthened

Added both number and percentage of 16 to 17-year-olds who are NEET or not known, to show both scale and proportion.

Deprivation indicators made more targeted

Replaced the broad neighbourhood deprivation measure with population-based measures for children, working-age adults and pension-age adults in the most deprived areas.

Less relevant destination measures removed

Removed school leaver destination indicators where attainment, NEET and youth unemployment provide stronger outcome measures.

Greater focus on meaningful annual monitoring

Indicator set now places more emphasis on measures that are clearer, more outcome-focused and easier to track regularly

PRIORITY 2

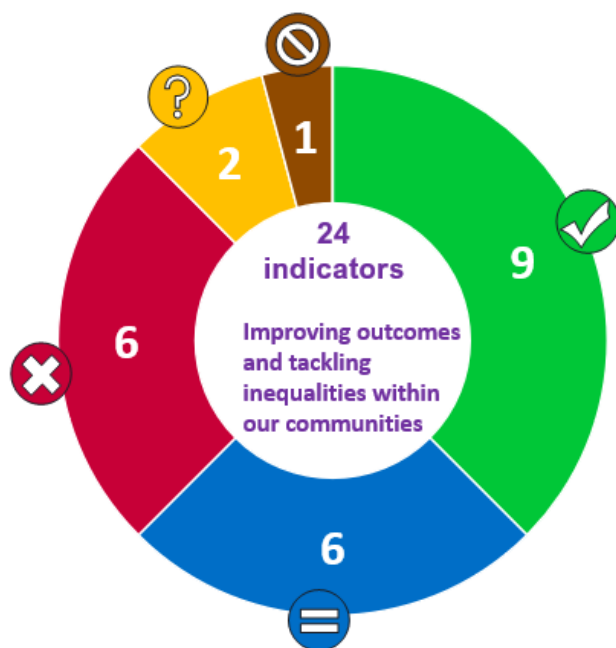
Improving outcomes and tackling inequalities within our communities

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	

Improving outcomes and tackling inequalities within our communities – Key themes and changes to indicators

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

Changes to Indicators for 2026

Children in Care made more targeted

Metric updated to exclude USAC (due to separate additional funding)

Flytipping measures broadened

Moved from only reporting the number of fly tipping incidents reported, to also including a metric on the number of flytipping referrals responded to

Homelessness measures strengthened

Moved from single metric of Homelessness cases prevented and relieved, to 2 metrics reflecting the % of households at risk of homelessness successfully prevented and % of households already homeless successfully relieved (secured alternative accommodation)

NEET reporting strengthened

Number of NEET Children in care metric added

Youth Reoffending measures introduced

Moved from only reporting on first-time entrants into the youth justice system to also reporting on youth reoffending

PRIORITY 3

Tackling the causes and consequences of climate change

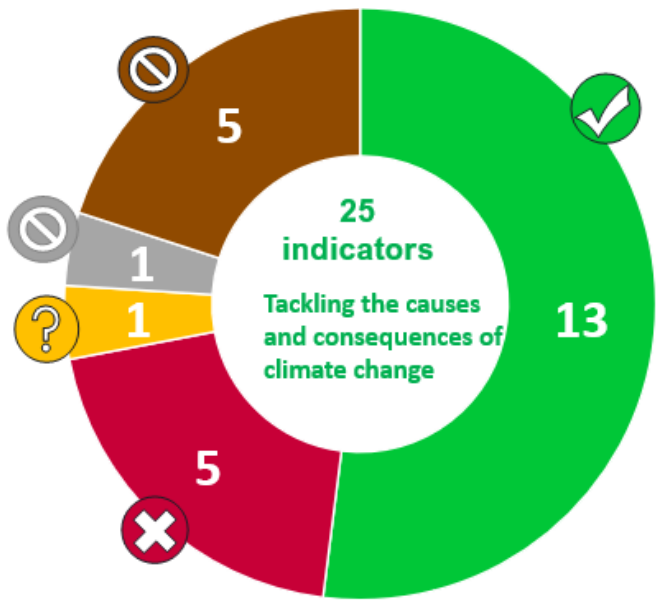
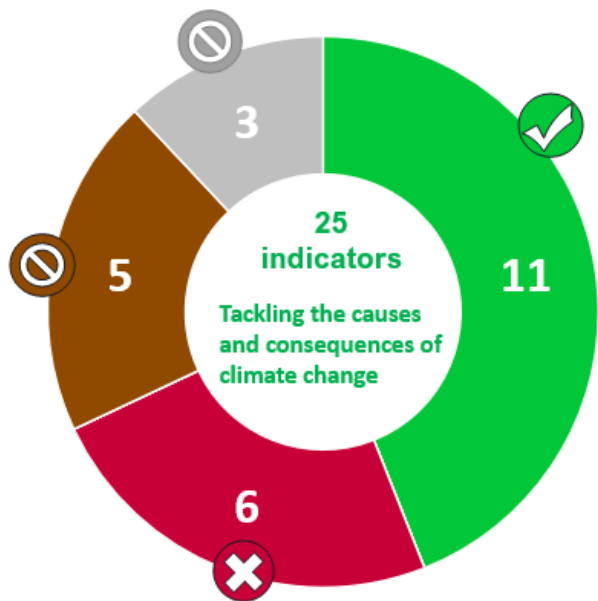
We monitor our performance for this priority through a set of 25 performance indicators.

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
	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	

Tackling the causes and consequences of climate change – Key themes and changes to indicators

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

Changes to Indicators for 2026

Habitat Creation and Conservation strengthened

Moved from biodiversity net gain metric to Total m²/km of interventions delivered to support nature to provide a better picture of the position

Condition of pavements/footways aligned

Moved from pavements without defects metric to Percentage of footway in good condition – target 70% (to align with metric used for road condition surveys)

Access to Green and Blue Spaces measures introduced

Indicator added to report on Access to Green and Blue spaces

PRIORITY 4

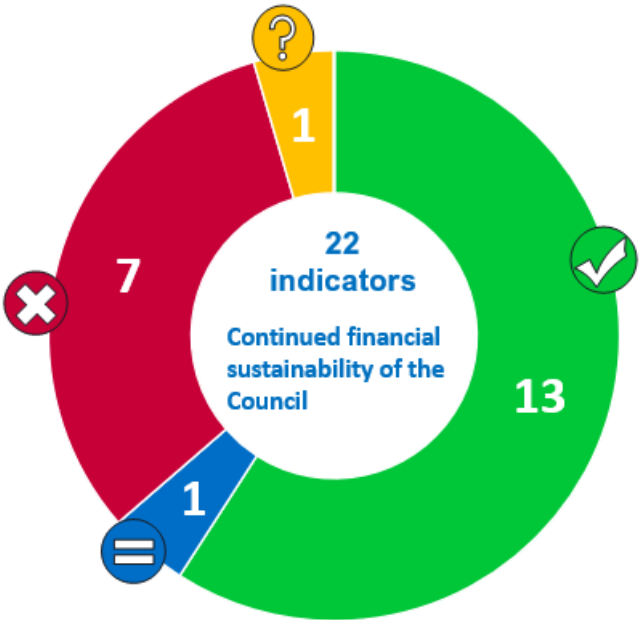
Continued financial sustainability of the Council

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

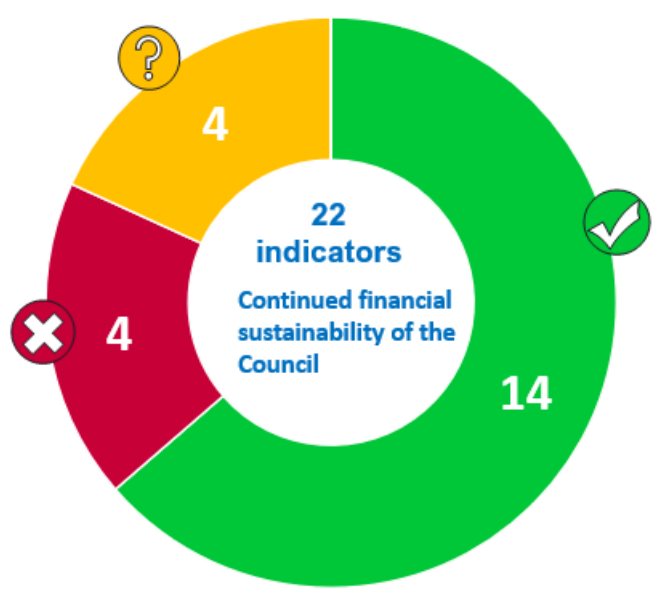
Progress: Out of the 22 performance indicators, there is 1 for which we cannot currently report progress compared to the position last year. Out of the remaining 21 indicators – 67% (14) either improved or stayed the same.

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
	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	

Continued Financial Sustainability of the Council – Key themes and changes to indicators

Themes

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

Changes to Indicators for 2026

Business Rates measures strengthened

Moved from Business rates total rateable value (and collection rate) to including metrics on collection rate on prior year balances (arrears) in addition to metrics on rateable value, and collection rate

Sickness absence and staff wellbeing broadened

Included additional indicators to enable breakdown of sickness absence to long term sickness absence and short term sickness absence

Additional Indicator included re Maintaining the Gold standard of the Thrive Award for staff health & wellbeing



Proposed indicators for focused review by Scrutiny Boards



Overview of Scrutiny Boards

**Scrutiny
Coordination
Committee**

**Scrutiny Board 1 –
Finance and
Corporate Services**

**Scrutiny Board 2 –
Education and
Children's Services**

**Scrutiny Board 3 –
Business,
Economy and
Enterprise**

**Scrutiny Board 4 –
Communities and
Neighbourhoods**

**Scrutiny Board 5 –
Health and Social
Care Scrutiny
Board**

Proposal - Scrutiny Boards focused review of indicators

Indicators where performance has declined, and the scrutiny board we propose reviews each one

Increasing the economic prosperity of the city and region				
Theme	Indicator	2025/2026 year-end Progress	2025/2026 year-end Status (against target)	Relevant Scrutiny Board
A growing and prosperous economy	Birth of New Enterprises (new businesses created) - count (& rate per 10,000 residents aged 16+)	Got worse	Off target	Business Economy & Enterprise (3)
	Investment income secured	Got worse	On target	Business Economy & Enterprise (3)
A vibrant and attractive city centre	Footfall – daily average number of individuals visiting Coventry city centre (& % change year-on-year) (L)	Got worse	Off target	Business Economy & Enterprise (3)
Increased skills, training & pathways into employment	Percentage of 16-17-year-olds not in education, employment, or training (NEET) including not knowns	Got worse	On target	Education and Children's Services (2)
	Number of 16-17-year-olds not in education, employment, or training (NEET) including not knowns	Got worse	Off target	Education and Children's Services (2)
	Job Shop Customers Going on to Get Jobs	Got worse	Off target	Business Economy & Enterprise (3)
	Resident employment rate (proxy for new jobs)	Got worse	Off target	Business Economy & Enterprise (3)
	Unemployment (model-based)	Got worse	Off target	Business Economy & Enterprise (3)

Proposal - Scrutiny Boards focused review of indicators

Indicators where performance has declined, and the scrutiny board we propose reviews each one

Improving outcomes and tackling inequalities within our communities				
Theme	Indicator	2025/2026 year-end Progress	2025/2026 year-end Status (against target)	Relevant Scrutiny Board
Children and young people achieving positive outcomes	Children in Care (rate per 10,000 population under 18 & number) excluding UASC's	Got worse	No target set	Education and Children's Services (2)
Cleaner, greener neighbourhoods	Total number of flytipping referrals (incidents)	Got worse	No target set	Communities & Neighbourhoods (4)
Improving education and pathways for young people	Key stage 4: attainment 8	Got worse	On target	Education and Children's Services (2)
Improving health, wellbeing and independence	Adult social care outcomes met through short-term reablement service	Got worse	On target	Health & Social Care (5)
	Overall satisfaction of people who use services with their care support	Got worse	On target	Health & Social Care (5)
Safer communities and reduced harm	% of young people re-offending within 12 months of caution or conviction*	Got worse	Off target	Scrutiny Co-ordination Committee and Education and Children's Services (2)

Proposal - Scrutiny Boards focused review of indicators

Indicators where performance has declined, and the scrutiny board we propose reviews each one

Tackling the causes and consequences of climate change				
Theme	Indicator	2025/2026 year-end Progress	2025/2026 year-end Status (against target)	Relevant Scrutiny Board
Encouraging sustainable and active travel	Council vehicles that are zero carbon emission	Got worse	Off target	Business Economy & Enterprise (3)
Expanding sustainable energy and zero-carbon technologies	New funding for environmental technologies and management	Got worse	Off target	Business Economy & Enterprise (3)
Reducing carbon emissions and improving air quality	Advice on carbon reduction and green measures to businesses	Got worse	Off target	Business Economy & Enterprise (3)
Roads and pavements	Non-principal roads (B and C roads) in a good/acceptable condition	Got worse	On target	Communities & Neighbourhoods (4)
	Road casualties by road user type - pedestrian	Got worse	Off target	Communities & Neighbourhoods (4)
	Road casualties by road user type - powered two-wheeler (includes pillion passengers)	Got worse	Off target	Communities & Neighbourhoods (4)

Proposal - Scrutiny Boards focused review of indicators

Indicators where performance has declined, and the scrutiny board we propose reviews each one

Continued financial sustainability of the Council				
Theme	Indicator	2025/2026 year-end Progress	2025/2026 year-end Status (against target)	Relevant Scrutiny Board
An engaged and representative workforce	Long Term Sickness absence	Got worse	Off target	Finance & Corporate Services (1)
	% of workforce from LGB+ community (compared to Coventry population aged 16-64)	Got worse	Off target	Finance & Corporate Services (1)
Delivering a balanced and sustainable budget	Business Rates – total rateable value	Got worse	No target set	Finance & Corporate Services (1)
	Business Rates - collection rate	Got worse	Off target	Finance & Corporate Services (1)
	Business Rates arrears - % reduction in business rates prior year balances in year*	Got worse	No target set	Finance & Corporate Services (1)
	Council Tax - collection rate	Got worse	Off target	Finance & Corporate Services (1)
	Council Tax - collection rate on prior year balances (arrears)	Got worse	No target set	Finance & Corporate Services (1)

Alignment with strategic frameworks: Local Outcomes Framework



Local Outcomes Framework

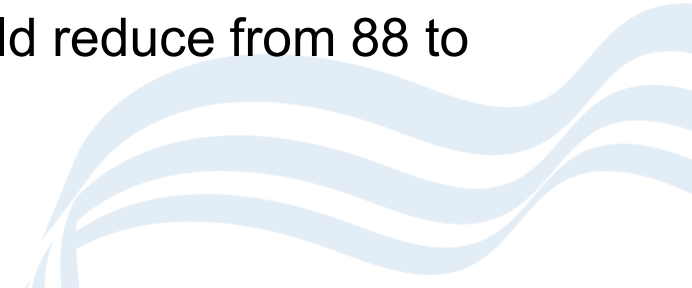
Scrutiny Co-ordination Committee is asked to note the introduction of the new Local Government Outcomes Framework

- Announced in Feb 2026 alongside our three-year financial settlement, the Framework sets out 16 national priority outcome areas and 134 indicators
 - No new reporting burden for Local Authorities
 - The Framework aims to:
 - Strengthen outcomes-based performance management
 - Support benchmarking
 - Promote cross-government collaboration
 - Inform assessment of the Best Value Duty
 - A public digital tool bringing together outcomes and metrics for all local authorities will launch later in 2026
 - A comparative benchmarking report has been published by the LGA
 - We will publish a dashboard of Coventry's Framework performance on our website
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Local Outcomes Framework

- We have reviewed the One Coventry Plan indicators to align them with the new Local Outcomes Framework indicators where possible.
- Discussions are under way with services to confirm streamlining and embed the changes in next year's One Coventry reporting

Key Findings

- 12 One Coventry Plan Indicators already aligned to Local Outcomes Framework indicators
 - 10 One Coventry Plan Indicators were similar to Local Outcomes Framework indicators. These indicators have therefore been changed for the 2027 performance report to directly align to Local Outcomes Framework indicators
 - Following this review, the number of One Coventry Plan Indicators would reduce from 88 to 86 (with 23 of these indicators now aligning to LOF)
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Appendix A – Changes to indicators 2026 based on Scrutiny recommendations



Changes to Indicators for 2026

Increasing the economic prosperity of the city and region		
2025 Indicator	Feedback from Scrucro/rationale	2026 Indicator
Active enterprises number (and rate per 10,000 pop aged 16+) (proxy for new businesses)	Review whether this is an appropriate measure and whether there are more relevant measures such as residents moving into work, number of jobs created and new businesses still operating after 12 months	Birth of New Enterprises
		Death of New Enterprises
		Total number of Enterprises still operating after 12 months
16-17-year-olds not in education, employment, or training (NEET) including not knowns		Percentage of 16-17 year-olds not in education, employment, or training (NEET) including not knowns
		Number of 16-17 year-olds not in education, employment, or training (NEET) including not knowns
Proportion of neighbourhoods amongst the 10% most deprived in England (measure of deprivation)	Consider whether there is locally developed KPI that can be reported annually rather than 5-10 yearly IMD. the new IMD data is due to be released in October. Use poverty/child poverty/unemployment/healthy life expectancy to form the ongoing monitoring	How many working age adults live in neighbourhoods that are in the top 10% most deprived in England?
		How many children living in neighbourhoods that are in the top 10% most deprived in England?
		How many pension age adults are living in neighbourhoods that are in the top 10% most deprived in England?
Destination of school leavers aged 16+ (% continuing to a sustained education, apprenticeship of employment destination)	KPI to be reconsidered if there is no data or target. suggest remove - KS4 and 5 attainment, NEET and youth unemployment should give the key point measurements	(Indicator deleted)
Destination of school leavers aged 18 after reaching the end of 16 to18 study	KPI to be reconsidered if there is no data or target. suggest remove - KS4 and 5 attainment, NEET and youth unemployment should give the key point measurements	(Indicator deleted)

Changes to Indicators for 2026

Improving outcomes and tackling inequalities within our communities		
2025 Indicator	Feedback from Scrucro/rationale	2026 Indicator
Children in Care (rate per 10,000 population under 18 & number)	Metric should exclude UASC – rationale being separate additional funding	Children in Care (rate per 10,000 population under 18 & number) excluding UASC's
Fly-tips reported in the city	Review and propose changes to the fly tipping metric in the One Coventry Plan to include both enforcement actions and the number of fly tips not enforced against, highlighting the gap between them.	Total number of flytipping referrals
		Total number of referrals responded to
Homelessness cases prevented and relieved	This metric to be reviewed and a more appropriate measure identified that reflects work done to prevent homelessness. Possibly as a proportion of those at risk supported to stay in their current home or other suitable accommodation. Also to reflect work done with residents presenting as homeless already into suitable accommodation. This would reflect the re-focus of pro-active and re-active teams within the service	% of households at risk of homelessness successfully prevented (retained existing or secured new accommodation)
		% of households already homeless successfully relieved (secured alternative accommodation)
	Children in Care NEET metric – to be added as a new KPI	Number of NEET Children in Care
	To include re-offending rates as well as first-time entry	No. of youth re-offending

Changes to Indicators for 2026

Improving outcomes and tackling inequalities within our communities

2025 Indicator	Feedback from Scrucro/rationale	2026 Indicator
Biodiversity net gain (measure of habitat creation and conservation)	Identify measures that provide a better picture of the position, maybe using data that is collected through the Nature Towns and Cities Fund. Also to distinguish between contributions from the public and private sector.	Total m2/km of interventions delivered to support nature
Pavements without defects present	Change the metric for measuring pavement quality to align with the method used for road condition surveys (DVI), and check if new government indicators on pavements are being introduced	Percentage of footway in good condition – target 70%
	Access to Green and Blue Spaces: To include blue space as well as access green space be considered as a metric for the OCP. Use creation of new citywide Green and Blue plan to provide baseline, metric should follow Natural England ANGST framework relating to access to nature	Access to Green and Blue Spaces
		Total investment secured to support nature conservation (public and private)



Changes to Indicators for 2026

Continued Financial Sustainability of the Council

2025 Indicator	Feedback from Scruco/rationale	2026 Indicator
Business rates total rateable value (and collection rate)	Provide like-for-like comparative data on the duration and effectiveness of business rates and council tax collection compared to other councils. Also to report on arrears collection rates as well as in-year. KPI's suggested- 1)Collection rates on prior year balances (arrears) 2) In year collection rates. Comparative data on total rateable value is more difficult as there are more variables that affect the size and composition of a billing authorities business tax base.	Business Rates - total rateable value
		Business Rates - collection rate
		Business Rates - collection rate on prior year balances (arrears)
	1)Long term and 2)Short term breakdown for indicators - more granular detail to appropriate scrutiny board	Long Term Sickness absence
		Short Term Sickness absence
	Positive Practice Indicator for Staff Wellbeing: Add an indicator to monitor and maintain the gold standard of the Thrive award for staff health and wellbeing in future reporting.	Maintain the Gold standard of the Thrive Award for staff health & wellbeing
Households at risk of digital exclusion (% of adult residents – Coventry Household Survey respondents)	Identify an appropriate target for this indicator. Remove until there is a measure	(Indicator deleted)



Appendix B – Details of the changes to One Coventry Indicators to better align to Local Outcomes Framework



Proposed Changes to One Coventry Plan indicators for 2027

Service Area	Current OCP Indicator	Current Frequency	Change to indictors for 2027
Public Health	Male life expectancy at birth	Annual	Align with LOF indicator: Healthy life expectancy at birth (split by male and female) (DHSC)
	Female life expectancy at birth		
Transport	Road casualties by road user type - pedestrian	Annual	Align to LOF indicator: Killed or seriously injured per billion vehicle miles
	Road casualties by road user type - cyclist		
	Road casualties by road user type - powered two-wheeler (includes pillion passengers)		
	Road casualties by road user type - powered two-wheeler (includes pillion passengers)		

Proposed Changes to One Coventry Plan indicators for 2027

Service Area	Current OCP Indicator	Current Frequency	Change to indicators for 2027
Housing and Homelessness	% of households already homeless successfully relieved (secured alternative accommodation)	Quarterly	Align to LOF indicator: Percentage of duties owed where homelessness was prevented or relieved
Digital	Households with access to full fibre internet	Annual	Align to LOF indicator: Percentage of premises with gigabit-capable broadband coverage (Ofcom)
Adult Social Care	Adult social care service users receiving long term on-going support	Quarterly	Align to LOF indicators:- Number of people receiving local authority long-term support (18-64) Number of people receiving local authority long-term support (18-65)
Environmental Services	Household waste recycled and composted	Quarterly	Align to LOF indicator: Percentage of total household waste sent for recycling, compost and reuse (Defra)
		Quarterly	Additional LOF indicator - Rate of Fly Tipping Enforcement Actions per incident