
Scrutiny Co-ordination Committee
Cabinet

26 August 2026
1 September 2026

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor G Duggins

Director approving submission of the report:

Director of Strategy and Performance

Wards affected:

All wards – the report provides citywide performance information and does not propose ward-specific decisions.

Title: One Coventry Plan Annual Performance Report (April 2025 – March 2026)

Is this a key decision?

No – The report does not propose service changes or decisions expected to have financial implications of more than £1 million or have a significant impact on communities in 2 or more wards.

Executive summary:

The One Coventry Plan sets out the Council's vision and priorities for the city to 2030. It provides the framework for how the Council works with partners and communities to improve outcomes, tackle inequalities, support economic prosperity and respond to climate change.

This report presents the One Coventry Plan Annual Performance Report from April 2025 to March 2026. It provides an assessment of progress against the Plan's priorities, using performance indicators, trend data, benchmarking and case studies to show both measurable outcomes and wider impact.

Performance is monitored against 88 indicators. Of these, 71 can currently be assessed against the previous year. Overall, 44 of the 71 indicators, or 62%, either improved or stayed the same, while 27 declined. Progress cannot currently be assessed for 17 indicators: 8 because current-year data is not yet available, 6 because there is insufficient prior-year data, mainly due to new indicators being introduced, and 3 because they are contextual indicators with no clear desired direction of travel.

The overall performance picture is mixed, with more indicators improving or staying the same than declining. Stronger progress is evident in outcomes and inequalities, and in several climate-related measures. Economic performance is more challenging, with strengths in business survival, tourism, investment income and housing pipeline, but continuing concerns around unemployment, youth unemployment, skills inequalities, economic inactivity and city centre footfall.

Cabinet is asked to approve the Annual Performance Report and identify any areas where further focus, scrutiny or corrective action is required.

Recommendations:

Scrutiny Co-ordination Committee is recommended to:

- 1) Consider the Council's progress as set out in the performance report attached as Appendix 1 to this report.
- 2) Identify any recommendations/comments for consideration by Cabinet at their meeting on 1 September 2026.
- 3) Identify any areas for further scrutiny and assign responsibility for overseeing this work.

Cabinet is recommended to:

- 1) Consider any recommendations or comments made by Scrutiny Co-ordination Committee.
- 2) Approve the One Coventry Plan Annual Performance Report 2025/26 attached as Appendix 1 to this report.
- 3) Note the areas of strong performance, including good development at age 5, repeat referrals to Children Social Care, satisfaction of carers, homelessness, visitor trips, carbon disclosure score, condition of principal roads, fly-tipping actions, and areas requiring further focus, particularly economic inactivity, youth unemployment, deprivation, health inequalities, recycling, green space inequality and city centre footfall.
- 4) Agree that priority areas for improvement are reflected in in-year performance monitoring and reported through the corporate leadership dashboard.

List of Appendices included:

The following appendices are attached to the report:

Appendix 1 – One Coventry Plan Annual Performance Report (April 2025 – March 2026)

Background papers:

None

Other useful documents

None

Has it or will it be considered by Scrutiny?

Yes – Scrutiny Co-ordination Committee – 26 August 2026

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

No

Will this report go to Council?

No

Report title:
One Coventry Plan Annual Performance Report (April 2025 – March 2026)

1. Background

The One Coventry Plan sets out the strategic vision for Coventry to 2030. It describes the Council's approach to increasing the economic prosperity of the city and region, improving outcomes and tackling inequalities within communities, and tackling the causes and consequences of climate change. The current Plan was last refreshed in 2022 and covers the period 2022 to 2030.

1.1. It sets out 3 overarching delivery priorities:

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

It is supported by 2 enabling priorities:

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

1.2. The annual review provides a high-level assessment of progress against the One Coventry Plan. The number of indicators used to monitor progress has increased from 74 to 88, following a deep dive review by the Scrutiny Committee last year which recommended some additional metrics, agreed by Cabinet.

1.3. The One Coventry Plan Annual Performance Report April 2025 – March 2026, appended to this report, provides an assessment of performance against these indicators. It sets out key trends, actions taken, and where possible, comparisons with previous years and benchmarking against other areas. The report also includes case studies to illustrate qualitative impacts that are not easily captured through numerical measures.

1.4. This year's performance report has been redesigned to improve clarity and impact. The 88 indicators have been organised into thematic groups linked to the One Coventry Plan priorities. These changes are intended to make performance information more relevant, accessible and easier to understand.

2. Context

2.1. Performance is now monitored against 88 indicators. Of these, 71 can currently be assessed against the previous year. Overall, 44 of the 71 indicators, or 62%, either improved or stayed the same, while 27 declined. Progress cannot currently be assessed for 17 indicators (of these 17 indicators, 5 relate to 'Increasing the economic prosperity of the city and region', 3 relate to 'Improving outcomes and tackling inequalities within our communities', 8 relate to 'Tackling the causes and consequences of climate change' and 1 relates to 'Continued financial sustainability of the Council'), 8 because current-year data is not yet available, 6 because there is

insufficient prior-year data, mainly due to new indicators being introduced, and 3 because they are contextual indicators with no clear desired direction of travel.

- 2.2. For the priority '**Increasing the economic prosperity of the city and region**', performance is mixed. There are 17 indicators for this theme, 5 of which cannot currently be assessed against the previous year. Of the remaining 12 indicators, 4, or 33%, either improved or stayed the same.
- 2.3. While there are strengths in business survival, visitor economy performance, investment income and housing pipeline, there are continuing concerns around unemployment, youth unemployment, economic inactivity, qualifications and city centre footfall. New business births were lower than last year, but closures fell from 1,885 to 1,370 and the 1-year business survival rate improved to 89.3%, which may indicate improving business resilience. The visitor economy reached £923 million in 2024, marking 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. However, city centre footfall declined during 2025/26. The estimated daily average number of visitors to Coventry city centre was 116,257, which was 5.9% lower than the previous year's figure of 123,560. This is, however, against a backdrop of City Centre South which will transform a large part of the city centre but which for this reporting period has begun with the demolition of large parts of the centre including Shelton Square, Bull Yard, City Arcade and one side of Hertford Street.
- 2.4. Unemployment remains higher than national and regional averages, with 14,025 working-age residents, or 5.8%, claiming unemployment-related benefits in June 2026 (up from 13,675 in June 2025), compared with 4.0% across England overall. Youth unemployment is a concern. In June 2025, youth claimants aged 18 to 24 in Coventry amounted to 2,500 and this has increased notably, by more than it has amongst other age groups, reaching 2,840 in June 2026. The number of young people aged 16 to 18 who are not in education, employment or training has also increased. While Coventry fares better than much of the region, the position is of national concern across the age group as a whole.
- 2.5. Skills levels are improving overall, with 45% of working-age residents holding higher-level qualifications by 2025, similar to the national average. This supports residents to access higher-skilled employment opportunities. However, 11% of working-age residents have no qualifications, which is nearly double the national rate.
- 2.6. Economic inactivity is relatively high (22.4% in 2025), partly due to a large student population and health/caring responsibilities.
- 2.7. For the priority '**Improving outcomes and tackling inequalities within our communities**', performance is positive overall on the available indicators, but this sits alongside significant and persistent inequalities. There are 24 indicators for this theme, 3 of which cannot currently be assessed against the previous year. Of the remaining 21 indicators, 15, or 71%, either improved or stayed the same.

- 2.8. The performance can be characterised by strong overall service performance within a city with persistent and deeply embedded inequalities. Children's Services achieved an 'Outstanding' Ofsted rating, and Adult Social Care was rated 'Good' by the Care Quality Commission, reflecting high-quality practice and effective multi-agency working.
- 2.9. 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%. A holistic, preventative model of family support is now being piloted through the Family First Partnership programme to strengthen early intervention.
- 2.10. There are positive indicators in community safety and homelessness prevention, although wider housing pressures remain significant. Recorded crime has fallen by nearly 8%, and 52% of households at risk of homelessness were successfully supported to remain in or secure accommodation.
- 2.11. Fly-tipping incidents increased from 7,188 in 2024/25 to 7,880 in 2025/26, with enforcement activity also increasing from 8,814 to 9,520. This indicates continued pressure in this area, alongside a strengthened enforcement response.
- 2.12. Deprivation remains a major issue across the city, particularly for children and families. Coventry has 46 neighbourhoods in the most deprived 10% nationally and ranks 29th out of 296 local authorities on child poverty measures.
- 2.13. Key Stage 2 attainment for reading, writing and maths combined improved in 2025, from 57% to 60%. Outcomes remain below the national average of 63%, but the pace of improvement suggests progress towards narrowing the gap.
- 2.14. Health inequalities persist. Healthy life expectancy has declined, and there is a life expectancy gap of 11.7 years for men and 10.6 years for women between the most and least deprived areas. This contributes to increasing demand for health and care services, particularly as people age, with 51,300 residents aged 65+, including 7,300 aged 85+.
- 2.15. Against a backdrop of homelessness rates at 19.8 per 1,000 households, which is significantly higher than regional and national averages, the Council continues to deliver good performance in preventing (52%) and relieving homelessness (32%) for vulnerable residents and families.
- 2.16. Targeted investment is being directed towards addressing locally felt challenges, including the £20 million Pride in Place programme for each of Willenhall, Tile Hill and Hillfields, alongside £102.8 million in education funding and additional investment in green spaces.
- 2.17. For the priority '**Tackling the causes and consequences of climate change**', there are 25 indicators, 8 of which cannot currently be assessed against the previous year. Of the remaining 17 indicators, 11, or 65%, either improved or stayed the same.

- 2.18. This priority shows important progress in several climate-related areas, particularly emissions reduction activity, climate adaptation planning and community engagement. However, progress remains uneven and further action is needed on large-scale decarbonisation, biodiversity, behaviour change and climate-resilient infrastructure.
- 2.19. The City's Carbon Disclosure Project (CDP) score improved from B to A, placing Coventry among the highest-rated cities for climate disclosure and action. Progress has been made in low-carbon infrastructure and climate disclosure. The number of electric vehicle charging points has increased to 2,602, with usage rising by over 70%, indicating increased uptake of electric vehicle infrastructure.
- 2.20. Coventry has been awarded a Department for Transport 'green' rating for highway maintenance, reflecting positive external assessment of highway maintenance performance.
- 2.21. Household recycling has improved to 34.2%, above the regional average, but remains an area for continued improvement. In addition, 98% of A roads are in good or acceptable condition, supported by highway maintenance and innovation in low-carbon materials.
- 2.22. There has also been investment in nature and biodiversity. 6 Tiny Forests have been planted, alongside over 1,600 trees, and nearly £380,000 of external funding has been secured for green space and conservation.
- 2.23. However, overall provision remains uneven for the city. Coventry has 1,997 hectares of green space, equating to 3.05 hectares per 1,000 residents, Baseline data shows that Inequality is significant at ward level, with Foleshill at 0.5 hectares per 1,000 residents compared to 6.0 in Henley. In addition, 11% of land is currently designated for biodiversity, compared with the international "30 by 30" ambition.
- 2.24. Carbon emissions per resident are estimated at 3.4 tonnes in 2023, lower than the UK average of 5.2 tonnes, but Coventry ranks 18th highest out of 63 UK cities, indicating further reduction is required. Air quality is generally better than many comparable areas, but pollution remains concentrated in central, traffic-heavy locations and disproportionately affects vulnerable groups.

3. Results of consultation undertaken

- 3.1. No consultation has been undertaken specifically for this report, which presents performance information. The indicators and priorities are drawn from the agreed One Coventry Plan and associated performance framework.

4. Timetable for implementing this decision

- 4.1. There is no implementation timescale arising directly from approval of this report. Priority areas will be reflected in routine in-year performance monitoring.

5. Comments from Director of Finance and Resources and Director of Law, Governance and Safer Communities

5.1. Financial Implications

There are no direct financial implications arising from the decision to approve this performance report. However, the performance issues described in the report, including delivery of Council priorities, external funding, demand pressures and Value for Money considerations, have a wider bearing on the Council's financial position.

5.2. Legal Implications

The Government's Local Government Transparency Code sets out the minimum data that local authorities should publish, how often it should be published and how it should be published. While there is no statutory requirement to publish this specific performance report, the Council publishes it as part of its commitment to transparency, accountability and good governance.

Publishing performance information helps the Council work with residents, communities and partners to deliver the One Coventry Plan vision, priorities, values and ways of working.

6. Other implications

6.1. How will this contribute to the One Coventry Plan?

(<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>)

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

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

6.2. How is risk being managed?

Risks and areas of underperformance are managed through service reporting, Cabinet Member briefings and Leadership Board review of the corporate leadership dashboard.

The corporate leadership dashboard is being developed to include all One Coventry Plan and Local Outcomes Framework indicators.

6.3. What is the impact on the organisation?

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

6.4. Equalities / EIA?

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

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

6.5. Implications for (or impact on) climate change and the environment?

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

6.6. Implications for partner organisations?

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

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Clare Boden-Hatton	Director of Strategy and Performance	-	20.07.26	22.07.26
Councillor G Duggins	Cabinet Member for Policy and Leadership	-	04.08.26	04.08.26

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