



Coventry City Council

# Council Plan

## End of Year Performance Report 2016-17



**Insight Team**

July 2017



Coventry City Council

[www.coventry.gov.uk/performance/](http://www.coventry.gov.uk/performance/)

## Overview

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### Council Plan

Council Plan 2016–2024

## Coventry: A Top Ten City

### Globally connected

Promoting the growth of a sustainable Coventry economy

Supporting businesses to grow	Creating the infrastructure
Developing the city centre	Raising the profile of Coventry
Helping local people into jobs	Reducing the impact of poverty
Supply, choice & quality of housing	Arts, sports & cultural opportunities

### Locally committed

Improving the quality of life for Coventry people

Create an attractive, cleaner & greener city	Make communities safer
Improving educational outcomes	Improve health and wellbeing
Protecting our most vulnerable people	Reducing health inequalities

### Delivering our priorities

with fewer resources

Making the most of our assets	Active communities & empowered citizens
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### Indicators

The Council uses a number of indicators agreed with managers to show progress made towards its priorities. This is supported by a wider basket of measures such as equality and perception measures that help explain the trends and story behind the headlines. Where possible, indicators are selected from key strategies and aligned to directorate priorities. Core indicators are shown in **bold** text.

### Abbreviations & symbols used

SN = Statistical neighbours (similar authorities)  
 WMCA = West Midlands Combined Authority area  
 WMR = West Midlands Region

Symbol	Progress	Target
	Progress made towards the target (right direction).	On-target
	Moving away from target (wrong direction).	Off-target
	Progress is similar or unchanged (or statistically insignificant).	–
	Can't say – no clear direction of travel. (E.g. in cases where we are encouraging increased reporting so measured figures will rise but outcome is not desirable.)	–
	Not available – no updated data	Not applicable – no target set



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## Executive summary

### Globally connected: promoting the growth of a sustainable Coventry economy

#### Globally connected key messages

- 1. Growth** – There are more active enterprises and the city is attracting additional investment. This is helping the city grow.
- 2. Infrastructure** – Physical and digital infrastructure and better transport connections is helping the city become more attractive to businesses.
- 3. City centre** – A range of projects are underway to improve the city centre. The city has seen a recent increase in evening footfall which has offset a general decline nationally in city centre footfall.
- 4. Tourism** – While the number of trips to the city has decreased in recent years, there has been an increase in the value of tourism to the city and increased jobs in this sector.
- 5. Jobs** – Qualification levels are improving and there are less young people not in education, employment or training.
- 6. Business** – Attracting more businesses into the city centre should also increase business rates collected by the Council. This is increasingly important for funding services in the future.
- 7. Housing** – There are still challenges for the city in keeping up with anticipated population growth and matching the demand for new housing. The Local Plan outline the city's approach to facilitate this growth.



### Locally committed: improving the quality of life for Coventry people

#### Locally committed key messages

- 1. Highways** – Highway maintenance has improved. Satisfaction for the speed and quality of repairs has improved. The number of potholes reported has also reduced.
- 2. Fly-tipping** – Fly-tipping has increased. This may be due to a combination of easier reporting, reduced enforcement action and increased disposal fees.
- 3. Recycling** – The city continues to have low rates of recycling for household waste. The recent growth in waste volumes has seen a greater proportion sent to the waste-to-energy incinerator or to landfill.
- 4. Crime** – Crime rates have gone up in the city, as has happened across the region. However, the city continues to have lower crime rates than Birmingham and Wolverhampton and the rate of increase has been lower than these areas.
- 5. Domestic violence** – There has been a decrease in the number of repeat incidents of domestic violence, suggesting that the support provided by the police and partner agencies and the management of repeat offenders is having an impact.
- 6. Education** – Coventry's schools have made good progress, with primary schools being better than average and secondary schools having closed much of the gap and are more similar to comparator areas. However, there remain challenges to reach our target of being at or above the national average.
- 7. Health** – Healthy life expectancy is increasing. More adults are physically active. However, there are still challenges around levels of smoking and increasing rates of child obesity.
- 8. Children's social care** – Children's social care have seen fewer re-referrals and fewer children re-entering care. The recent Ofsted inspection highlighted the progress made, moving from 'inadequate' to 'requires improvement'.
- 9. Adult social care** – More adults using social care are receiving self-directed support and more people are receiving direct payments. Additionally, the number of regulated services rated as inadequate has reduced and more adult social care service users feel the service makes them feel safe.



## Delivering our priorities with fewer resources

### Delivering our priorities with fewer resources

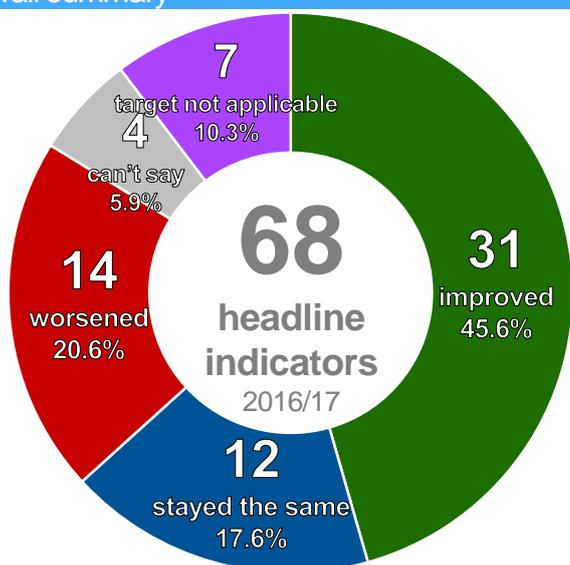
- Finance** – The Council's total revenue expenditure is funded from a combination of resources including settlement funding from the government, specific grants, Council Tax, retained business rates, as well as fees, charges and other income. The equivalent settlement funding has fallen from £217m in 2010/11 to £122m in 2016/17. As the number of households have risen as overall resources have been cut, the equivalent funding per household has more than halved, £1,642 to around £800. However, the Council's participation in the West Midlands 100% business rates pilot has made new resources available over the next three years.
- Savings** – The Council's carbon dioxide footprint has reduced mostly through its building rationalisation programme, including the move to One Friargate later this year.

### key messages

- Efficiency** – The Council is continuing to find ways to deliver services more efficiently. This include responding to the demand for services to be made available online. The Council has invested in improving its digital infrastructure – alongside developing the skills of its workforce, and developing skills in the city.
- Digital** – 28% of transactions with the Council are now done online, allowing telephone and face-to-face contact to deal with more complex enquiries and/or for individuals that are unable to use online methods.
- Investment** – As the challenge for funding services remains, the Council is continuing to attract external funding for capital programmes, including a £35m Whitley infrastructure grant.



## Overall summary



The Council Plan is measured using **68** headline indicators. **43** indicators improved or stayed the same (63.2%); **14** indicators (20.6%) got worse; we can't say for **4** indicators (5.9%) and target is not applicable for the remaining **7** indicators (10.3%).

#### Globally connected (20 indicators)



#### Locally committed (42 indicators)



#### Delivering our priorities with fewer resources (6 indicators)

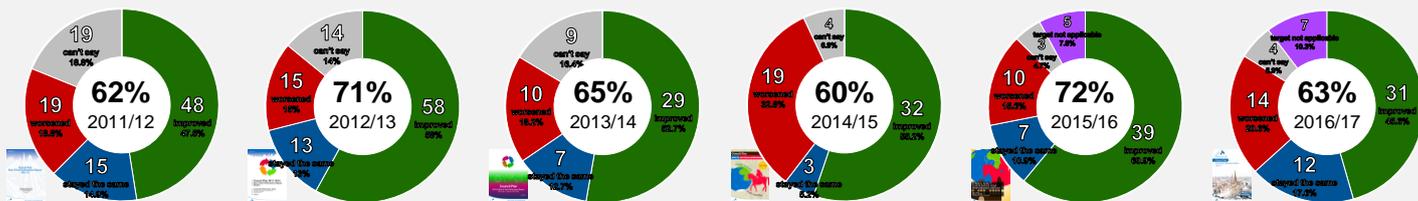


#### Overall position (68 indicators)



improved | stayed the same | got worse | can't say | target not applicable

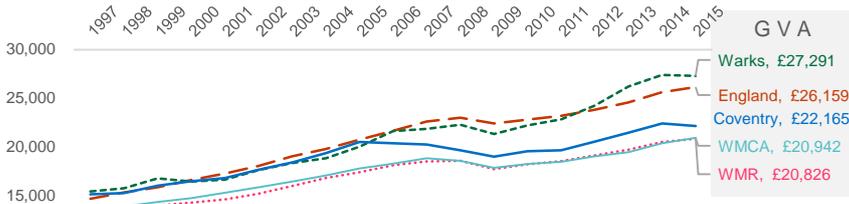
## Performance towards Council Plan headline indicators 2011/12 to 2016/17



The percentage figure is the percentage of indicators that improved/stayed the same.

## Supporting businesses to grow

### Trends



**£300.7 million** ↑

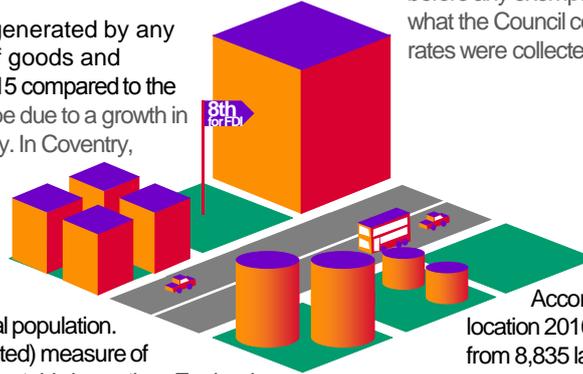
### NON-DOMESTIC RATEABLE VALUE MARCH 2017

Business rates are worked out based on a non-domestic property's 'rateable value'. The total rateable value of non-domestic properties in Coventry increased by £0.7m this year but remains stable overall. This suggests that any growth from new properties or those with increased rateable value has been neutralised by those removed from the list or received a reduced rating. The rateable value is before any exemptions, rebates or refunds and so it differs from what the Council collects. In 2016/17, 97.8% of collectable business rates were collected – same as in 2015/16.

**£7.65 billion** ↑1.2%

### GROSS VALUE ADDED (GVA) 2015

Regional GVA measures the economic value generated by any business unit engaged in the production of goods and services. Coventry's GVA grew by 1.2% in 2015 compared to the England rate of 3.0%. An increase in GVA can be due to a growth in the number of businesses, activity, or productivity. In Coventry, productivity has been stagnant but there have been a growth in the number of businesses.



**£22,165** ↓

### GVA PER HEAD 2015

GVA per head divides overall GVA by residential population. It is often used as a basic (but imperfect and limited) measure of productivity. Coventry's GVA per head remains notably lower than England overall (£26,159). While the city's overall GVA increased, the per head figure decreased because the local economy grew slower than its population. The city's population is fast-growing and this is partly being fuelled by the growth of the local universities, and the majority of students are economically inactive.

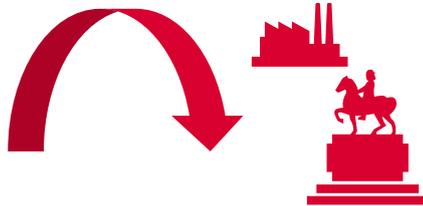
**9,505** ↑

### ENTERPRISES 2016

According to ONS UK business; activity, size and location 2016, the city gained 670 enterprises in 2016, up from 8,835 last year. The strong growth continues a trend over the past few years and has been driven by increases in new business start-ups. However, Coventry began from a lower starting point – and the number of active enterprises per head of population remains lower than the WMCA area, Warwickshire, or England.

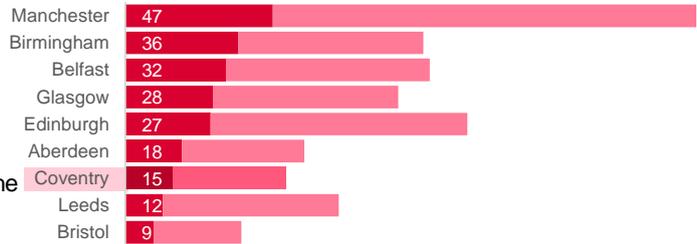
### Actions

**15**



In 2016, Coventry secured 15 foreign direct investment (FDI) projects into the city. That is the 2<sup>nd</sup> highest number of projects in the West Midlands (after Birmingham, with 36), and 8<sup>th</sup> highest in the UK, according to the UK Attractiveness Survey 2017 conducted by EY, a professional services firm. Coventry's three-year total number of FDI projects stands at 36.

### Foreign Direct Investment projects (excluding London)



■ FDI projects in 2016 ■ FDI projects 2014-16



The aerospace cluster in the Coventry and Warwickshire sub-region has been recognised by fDi magazine, a publication focusing around foreign direct investment, with a specialism in aerospace award.



The Council offers a business support service that supports individuals looking to start a business; addresses barriers to business growth; helps businesses develop, test and market innovative new products, services or technologies; and to help improve energy efficiency levels and grow the scale of operations in the low carbon economy.

### Indicators

Indicator	Previous	Current	Comparators				Progress	Target	Status
Gross value added (£ per head) income approach	£22,427 2014 revised	£22,165 2015 Provisional	£27,291 Warks 2015	£20,942 WMCA 2015	£20,826 WMR 2015	£26,159 England 2015	✗	N/A	N/A
Change in business rates tax base (index from 2002 base [100])	132.74 2013/14	132.30 2014/15	130.79 CIPFA 2014/15		142.89 England 2014/15		✗	N/A	N/A
Business rates rateable value and collection rate	£300.0m 97.8% 2015/16	£300.7m 97.8% 2016/17	97.3% All Metropolitan Districts 2016/17				=	£297.5+ 98.5%	✗
Enterprises (rate per 10,000 residents aged 16+ and the number of firms)	318 (8,835) 2015	335 (9,505) 2016	583 (26,585) Warks	363 (81,755) WMCA	430 (200,550) WMR	495 (2.21m) England	✓	N/A	N/A



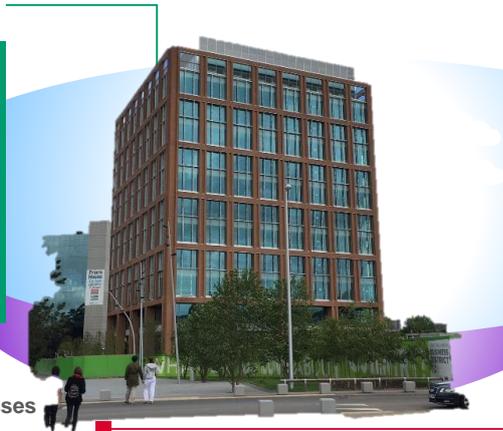
# Creating the infrastructure

## Trends

### FRIARGATE COVENTRY

The Council has worked with the private sector developers of Friargate, the new business district by the railway station, to encourage businesses to relocate to the city.

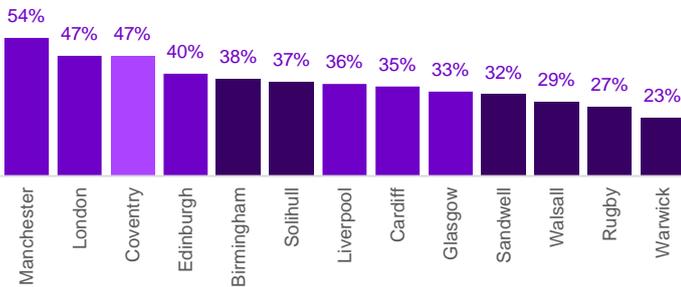
In June 2017, Friargate and the Council has successfully attracted a second tenant, the Financial Ombudsman Service, which will share two floors of tower one and bring 320 jobs to the city.



### RAIL STATION COVENTRY STATION MASTERPLAN

The Coventry Station Masterplan sets out a five-year programme to transform Coventry Rail Station, one of the fastest-growing stations, in terms of passenger numbers, in the city. In 2016/17, the Council undertook work on a new tunnel under Warwick Road to connect the railway station to the new platform built as phase 2 of the NUCKLE project, which connects Coventry and Leamington Spa including a new station at Kenilworth.

Growth in tech and digital businesses 2011-2016



### TECH & DIGITAL COVENTRY

Just as important as physical infrastructure is the digital infrastructure. In 2015, the tech and digital sector employed 5,984 people in Coventry, 5.9% of total employment, according to the Tech and Digital Deep Dive Report 2017. In addition, Coventry has seen a 47% increase in tech and digital businesses between 2011-2016 – the largest increase in the West Midlands; matching London (47% increase) and second only to Manchester (54% increase).

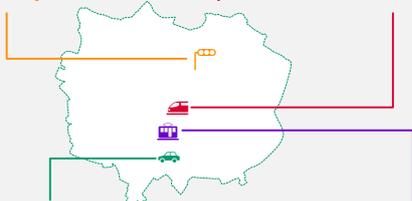
## Actions

### UK Central Plus – Connecting Coventry

UK Central is the name given to the planned developments around Birmingham Airport and the National Exhibition Centre. The Council is working with the WMCA and partners to ensure that Coventry benefits from opportunities arising from the growth and expansion of UK Central, through a package of highway and public transport improvements known as UK Central Plus. This includes:

**Coventry North:** road capacity improvements to the North West of the city and on the A444 and M6 junction 3.

**City Centre:** major increase in capacity via the Coventry Station Masterplan and the creation of an additional 744,000 square metres of commercial space.



**Coventry South:** to facilitate growth, especially around Jaguar Land Rover and the University of Warwick and to provide connectivity to HS2 and UK Central (including a proposed A46 Link Road).

**Rapid Transit:** investment and implementation of very light rail connecting Coventry City Centre with Whitley South Technology Campus (Jaguar Land Rover) and the University of Warwick.

### Coventry Station Masterplan



The full Coventry Station Masterplan package includes a second footbridge; a second station entrance building; a new multi-storey car park; a bus interchange; highway improvements; and a new platform to enable two trains per hour between Coventry and Nuneaton.

### National Battery Prototype Centre



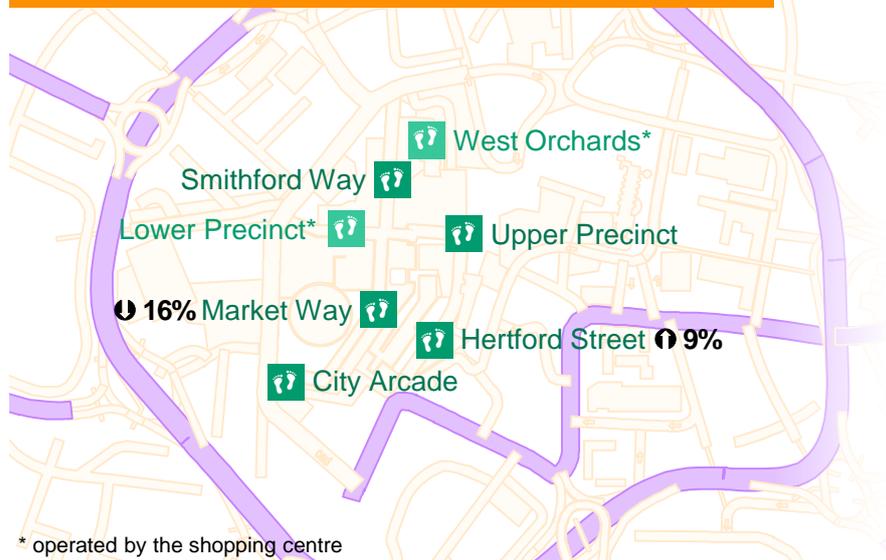
The Warwick Manufacturing Group (WVG) and the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) have outlined plans for a National Battery Prototype Centre which would undertake research, development and testing of batteries for self-driving, connected and electric vehicles. Located as part of the Whitley South Technology Campus, the proposal, supported by the WMCA, could potentially bring some 10,000 jobs to the city.

## Developing the city centre

### Trends

#### City centre footfall

The Council operates a network of footfall cameras in the city centre, which gives local retailers and businesses an idea about the number of people in the city centre at any given time. In April 2016 to March 2017, footfall was 1.1% lower compared to a year ago – however, the fall is smaller in magnitude to the estimated fall across UK overall, which was 2.6%.



City centre footfall fell – but it fell by less than nationally.



#### Evening footfall



Footfall in the evening (after 7pm) has continued to buck the trend however with overall levels 9% higher than 2015/16.

### Actions

#### City centre developments

The Council continues on further public realm improvement works, funded by the government's Growth Deal. Current works taking place include:

##### GREYFRIARS LANE

Wider pavements, improved lighting and planting to create an attractive walkway towards Broadgate and the Cathedral Quarter.

##### HALES STREET

Wider pavements and new trees planted to create a better environment for pedestrians while maintaining vehicle and cycle access between the Britannia Hotel and the Whittle Arch.



Last year, the Council sold off Civic Centre 1-4 to Coventry University. Earlier this year, the bridge link between the Council House and the civic centres was removed. The university's plans for the site include a new headquarters and facilities for postgraduate work and international engagement. Other works undertaken by the university in the city centre include:

- a new science and health building (opening this summer);
- a second engineering and computing building;
- remodelling of the arts & humanities and business & law faculties; and
- student accommodation at Bishop Gate.



The WMCA Annual Plan for 2017/18 identified that Coventry's "retail units are no longer suitable for 21st century retailing" and the "underperformance of the shopping centre has also been cited frequently as the main impediment to new inward investment in the city centre".



The WMCA is investing in the city centre. Schemes funded by the Collective Investment Fund (CIF) this year include a £3.7m loan to Complex Development Projects, a developer, to acquire the former Coventry Evening Telegraph offices in Corporation Street, which will be turned into a boutique hotel featuring a bar and restaurant; along with residential units and the acquisition of the former gas works in Abbots Lane, opposite Belgrade Plaza, a derelict large city centre site.



Conceptual drawing of city centre south regeneration

### Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
City centre footfall (year-on-year % change)	+1.3% 2015/16	-1.1% 2016/17	-2.6% UK index 2016/17		N/A	



# Raising the profile of Coventry + arts, sports & cultural opportunities

## Trends

### Coventry Tourism Economic Impact Assessment



**Day trips to the city**  
**3%**  
 2015 vs 2013



**Overnight visits to the city**  
**3%**  
 2015 vs 2013



**Total value of tourism to the city**  
**£600m**  
 ↑2.7% compared to 2013



**Jobs supported by tourism**  
**10,580**  
 6.8% of all jobs; a 3.9% increase from 2013

Despite the number of trips falling over this period, there was an increase in the day trip spend and overnight spend of visitors.



**20,000**  
 hotel beds in Coventry, Warwickshire and Birmingham at present...



**+250**  
 new hotel rooms required if the city becomes City of Culture 2021

The Council, The University of Warwick, and Coventry University are Principal Partners of the bid and are providing significant support. The Ricoh Arena is Bid Sponsor while Jaguar Land Rover, Adient, Friargate, Coventry Building Society, the Coventry and Warwickshire Chamber of Commerce, Birmingham Airport, PET-Xi, SCC, Pertemps, CEF (City Electrical Factors) and Listers are also Bid Development Sponsors.

## Actions



The Coventry 2021 bid committee submitted Coventry's bid to become City of Culture 2021. Coventry is well situated to attract visitors from across the UK, with 20 million people 2 hours from the city, and winning UK City of Culture could bring economic benefits of some £80 million to the city.

Coventry's bid themes include 'moving', 'underground', 'reinvention' and 'being human' and will help to form the programme that would run throughout 2021 and could include up to 1,000 events during the year.

Ideas include the first ever **Streets of Cultures** celebration would see 21 streets across the city given the opportunity to shape and showcase City of Culture right on their doorstep.



CULTURAL STRATEGY 2017-27

BY 2027 COVENTRY WILL BE A CULTURALLY ATTRACTIVE, VIBRANT AND PROSPEROUS CITY TO LIVE IN, WORK IN AND ENJOY.

Building on the heritage and culture of Coventry, the Council and partners put together a strategy setting out a ten year vision for the cultural life of the city.



**Partnership** – a new partnership approach to cultural growth, which ensures access and sustainable funding for a wide range of cultural organisations activities and events across the city.



**Lifelong learning** – all children and young people have an entitlement to the arts and digital creativity in schools and in their community which is not limited by family income, location or age.



**Diversity** – communities and individuals are empowered to celebrate and share their heritages, cultures, abilities and identity and participate in the cultural life of the city.



**Health and wellbeing** – arts and culture are core to the health and wellbeing of the city. Culture makes a major contribution to encouraging healthy lifestyles and physical activity.



**Economic growth** – Coventry is a culturally vibrant, attractive and prosperous city that enriches the lives and environment for all residents.



## Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Visitor trips	8,217,000 2013	7,973,000 2015	N/A		N/A	

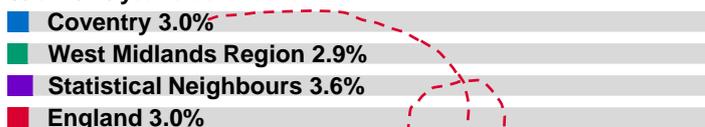
## Helping local people into jobs

### Trends

#### 16-18 year olds not in education, employment or training (NEET)

Most young people in Coventry are in gainful education, employment or training. Draft figures for March 2017 suggest that only a small proportion, 3%, are **not** in education, employment or training (NEET). This is in line with the national average. The final 2016/17 figures are not yet published but they are expected to show an improvement, that is, fewer NEETs. However, these figures will not be comparable to previous years because young people's whose education, employment or training status is unknown will now be added to the NEET figures.

% of 16-18 year olds who are NEET:



3% NEET, that is...

# 220 NEETs

in addition, the activity of 215 young people are not known

#### Unemployment rate (January-December 2016)



#### Working aged residents qualified to NVQ Level 4+



# 76,800

residents aged 16-64 qualified to at least NVQ Level 4  
2016 estimate

Since 2004, the proportion of residents qualified to NVQ Level 4+ continues to increase steadily. However, Coventry remains below the England average. Coventry's overall working aged population has increased significantly during this period, so that the actual number of residents qualified to NVQ Level 4 or above has increased from an estimated 45,300 in 2004 to 76,800 in 2016.



### Actions

#### Supporting NEETs: Ambition Coventry

Ambition Coventry supports young people aged between 16-29 who are currently not in employment, training or education through their journey into sustained employment or learning. Help offered by the programme include:

- Applying for jobs
- Motivation
- Budgeting
- Improving Maths & English
- Training
- Information, advice and guidance
- Own your future
- New you!



So far, the Ambition Coventry programme is supporting more young people with health issues or disability than forecast. In addition, a new **routes to ambition** programme (aimed at 15-24 year old pre-NEETs) began this year, and will be running from now until 2019.



#### Chamber of Commerce

The Chamber of Commerce is working with employers to educate them about the benefits of recruiting locally and supporting them to do so, as well as to provide 'good quality' jobs and increase the number of apprenticeship opportunities.



#### Workplace Wellbeing Charter

In 2016, over 200 organisations engaged with the Workplace Wellbeing Charter service, exceeding the target of 100.



THE WORKPLACE  
WELLBEING CHARTER  
NATIONAL AWARD FOR ENGLAND

#### Supporting disabled people

##### Remploy

Putting ability first

Work is underway between the Chamber of Commerce and Remploy to look at ways of maximising employment opportunities for people with disabilities and/or mental health issues.

### Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Average resident employment rate	64.4% Jan-Dec 15	68.9% Jan-Dec 16	65.5% WMCA Jan-Dec 16	71.1% WMR Jan-Dec 16	75.0% England Jan-Dec 16	N/A
Unemployment rate (model based)	6.3% Jan-Dec 15	5.4% Jan-Dec 16	7.4% WMCA Jan-Dec 16	5.5% WMR Jan-Dec 16	4.8% England Jan-Dec 16	N/A
16-17 year olds not in education, employment or training (NEET)	4.7% 2015/16	3.0% March 2017 provisional	2.9% WMR March 2017	3.6% SN March 2017	3.0% England March 2017	3.0%
18-24 year olds claiming jobseekers allowance	1.6% Mar 2016	1.8% Mar 2017	4.5% WMCA Mar 2017	3.5% WMR Mar 2016	2.8% England Mar 2017	N/A
Residents aged 16-64 qualified to NVQ level 4+	29.5% Jan-Dec 15	33.7% Jan-Dec 16	29.0% WMCA Jan-Dec 16	31.5% WMR Jan-Dec 16	37.9% England Jan-Dec 16	N/A



# Reducing the impact of poverty

## Trends

**4,400 (1.9%)**

**CLAIMANT COUNT (SEASONALLY-ADJUSTED) MARCH 2017**

The claimant count includes unemployed claimants of universal credit as well as those claiming jobseeker's allowance. In Coventry, the claimant count has remained broadly as it is for the past twelve months, but in recent months it has started to increase which could be due to the roll-out of the full universal credit service in Coventry. The Office for National Statistics (ONS) has **stopped** reporting claimant count in its economic review because under universal credit a broader span of claimants are required to look for work than under jobseeker's allowance. As the full service is rolled out, the number of people recorded as being on the claimant count is therefore likely to rise for the same level of unemployment – making the claimant count an increasingly unreliable indicator of the level of unemployment. This is thought to be happening in Coventry – so changes in the claimant count should be interpreted with caution.

**9,200 (5.4%)**

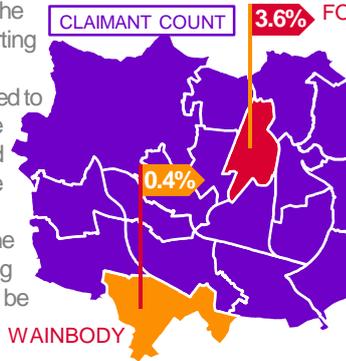
**UNEMPLOYMENT RATE JAN-DEC 2016**

Coventry's current unemployment rate of 5.4% is slightly higher than the national rate of 4.8% - but overall trends show a fall in unemployment.

**3.2%**

**INEQUALITY GAP IN CLAIMANT COUNT RATE APRIL 2017**

The gap in the claimant count rate is the percentage point difference between the claimant count rate in the Coventry ward with the highest rate and the ward with the lowest rate. The ward with the highest claimant rate continues to be one of its most deprived wards, Foleshill; and the ward with the lowest claimant rate continues to be one of the city's most affluent wards, Wainbody. The overall gap remains unchanged.



**£14,527 per head**

**GROSS DISPOSABLE HOUSEHOLD INCOME 2015**

Gross disposable household income (GDHI) is a measure of wealth. In 2015, Coventry's total GDHI was just over £5 billion. It increased by 3.5% in the past year, which is a slower rate of growth than the England rate of 3.8%. However, GDHI growth in Coventry outstripped gross value added (GVA), which grew by just 1.2%; meaning that overall household income grew faster than economic activity in the city. On a per-head basis, Coventry's GDHI was £14,527; notably lower than England's £19,447. While total GDHI in Coventry increased from 2014 to 2015 by 3.5%, GDHI per head increased by just 1.1%. This means, once population growth is taken into account, household income grew even slower than the growth in economic activity. Coventry's GDHI per head ranks lowly relative to other parts of the country, and compared to how Coventry ranks for GVA. Reasons include the city's relatively large in-commuting flows and higher rate of economic inactivity.

## Actions

### Feeding Coventry

Feeding Coventry is a partnership of public, education & third sector organisations in Coventry, and a local pilot of Feeding Britain for the relief of poverty. The Council has worked with organisations across Coventry, including the Centre for Agroecology, Water and Resilience (CAWR) at Coventry University to look at raising awareness and promoting new ideas around combating food poverty and creating a sustainable food network.

Coventry's scheme is one of a number of pilot schemes emerging across the country alongside Sheffield, Birkenhead and Bristol, bringing partners together to find joint solutions to tackling food poverty, strengthen and expand initiatives towards delivering sustainable food practices.

Issues considered include the causes of food poverty, how to promote urban food growing, the value of community food cultures and sustainable food planning. For the latest news on ending food poverty and building resilience, follow **@FeedingCoventry** on Twitter.



## Indicators

Indicator	Previous	Current	Comparators		Progress	Target	Status
Claimant count (seasonally-adjusted)	1.9% Mar 2016	1.9% Mar 2017	2.3% WMC Mar 2017	1.9% UK Mar 2017	⊞	N/A	N/A
Median annual pay for residents (full-time)	£26,913 2015 revised	£28,043 2016 provisional	£25,850 WMC 2016	£26,278 WMC 2016	✓	N/A	N/A
Median annual pay	£21,905 2015 revised	£22,319 2016 provisional	£21,794 WMC 2016	£21,795 WMC 2016	✓	N/A	N/A
Gap in the claimant count rate between the city's most affluent and deprived wards	3.2% Mar 2016	3.2% Apr 2017	9.0% Birmingham Apr 2017	5.6% Wolverhampton Apr 2017	⊞	N/A	N/A
Gross disposable household income per head	£14,371 2014	£14,527 2015 provisional	14,768 WMC 2015	16,559 WMC 2015	✓	N/A	N/A

## Supply, choice & quality of housing

### Trends

#### Council Tax



#### Increase in domestic properties

**↑ 1,328**

140,507 in March 2017, vs. 139,179 a year ago

...under higher Council Tax bands



**↑ 731**

41,370 in March 2017, vs. 40,639 a year ago

#### Council Tax collection rate

**TAX**

**95.8%**

a strong position given that Council Tax support was reduced last April

#### Average house prices in Coventry

**£166,324** **↑9.48%**

AVERAGE PRICE

**£311,877** **↑11.18%**

DETACHED PROPERTY

**£194,710** **↑9.76%**

SEMI-DETACHED PROPERTY

**£147,058** **↑8.87%**

TERRACED PROPERTY

**£111,057** **↑9.88%**

FLAT OR MAISONNETTE

Land Registry House Price Index data for March 2017.  
% change shown is annual percentage change.

### Actions

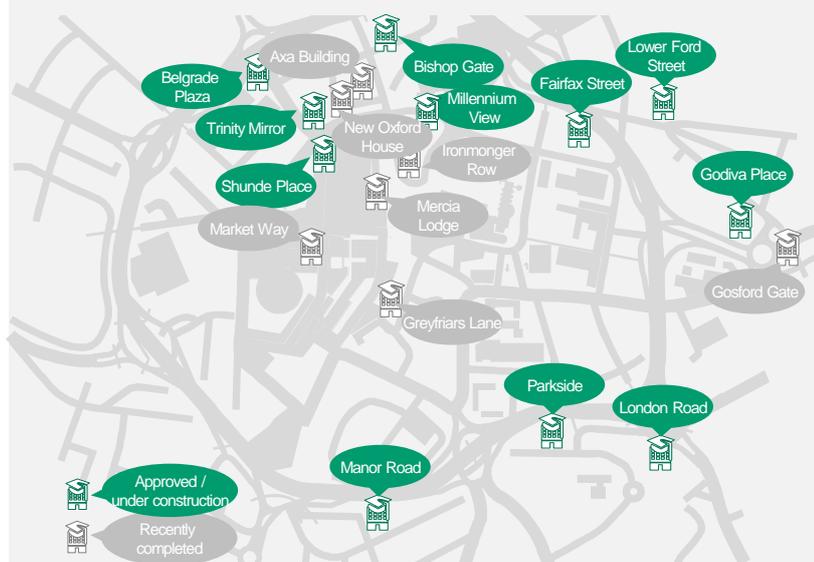
#### Addressing the housing crisis

Like other growing cities in the UK, demand for housing in the city exceeds supply. The current housing strategy in Coventry is the five-year housing and homelessness strategy set for 2013-18. This set out the Council's approach to housing and homelessness, including increasing the supply, choice and quality of new housing; preventing and tackling homelessness; improving the quality and use of housing stock; and encouraging balanced, stable and sustainable communities. The unified strategy serves to recognise that addressing homelessness cannot be seen in isolation from the range of other housing factors that influence homelessness such as addressing the wider supply and demand issues in the housing market.

#### The Local Plan

In 2015/16, the Council worked on its the Local Plan and City Centre Area Action Plan, which was submitted to the Secretary of State in April 2016. This year, in 2016/17, the Council appointed an independent inspector to oversee public examination of the Plan and its evidence base – which ran from July 2016 to January 2017. Following the final hearing session, the Council consulted on proposed modifications to both Plans in March to April 2017 – and all responses have now been reviewed and submitted to the nominated inspector.

#### Freeing up housing for families: encouraging the development of city centre student housing schemes



### Indicators

Indicator	Previous	Current	Comparators		Progress	Target	Status
Change in Council tax base (index from 2009 base [100])	105.45 2015/16	106.67 2016/17	106.63 CIPFA 2016/17	107.75 England 2016/17		N/A	
Council tax collectable value and number of properties	£120.21m (139,179 properties) Mar 2016	£130.48m (140,507 properties) Mar 2017	N/A			N/A	
Properties in higher Council Tax bands (C to H)	29.20% (40,639) Mar 2016	29.44% (41,370) Mar 2017	35.23% WMCA Mar 2015	55.74% England Mar 2015		N/A	
Council Tax collection rate	95.8% 2015/16	95.8% 2016/17	95.4% All Metropolitan Districts 2016/17			96%+	



# Create an attractive, cleaner & greener city

## Trends

### Highways



most improved for public satisfaction

The National Highways & Transport Network public satisfaction survey found that, out of 102 participating English local authorities, Coventry City Council saw the greatest percentage increase in public satisfaction for the speed and quality of repair and the for the information it provides about its winter gritting services.

*Did you know? Coventry can make the proud boast of having the longest serving Council employee in the country, starting work for the Council in 1960 as a highway operative he has served the City in this role for 57 years!*

### Repairs



**↓ 25% potholes reported**

732 reported in 2016/17 down from 976 a year ago

### Fly-tipping

Unfortunately, fly-tipping incidents are increasing. This appears to be a national trend.



**3,342 fly-tips**

in 2016/17, up 44% from 2015/16

The increase in Coventry may be down to a number of factors including:

- **reduced enforcement action** – team restructured/reduced as resources limited
- **easier reporting** – online reporting tool means more people now report fly-tips
- **increased disposal fees** – people dumping their waste to avoid paying

### Fly-tipping incidents by year...



### ...and by quarter



## Actions

### Fly-tipping

- The Council is increasing enforcement actions against fly-tipping via:
  - new street enforcement team working with neighbourhood enforcement, continuing work on targeting **hot streets**; and
  - new surveillance equipment deployed at known **hot spots** to deter fly-tipping and identify repeat offenders.

### Household waste recycling & composting

**↑ 2.46%**

household waste to landfill/incinerator

**↑ 0.87%**

household waste recycled

Household waste that was **not** sent for recycling, reuse or composting grew more quickly than waste sent for recycling. Actions taken include promoting home composting with Master Composters; 5,000 interactive waste education books given out to children in year 5; and moving onto alternate week waste (green bin) collections in September.



### Swanswell viaduct maintenance

In 2015, the Council secured an extra £5.5m of Department for Transport funding towards the structural refurbishment of the Swanswell viaduct between ring road junctions 2-4. Following preparatory work, the main construction work is now due to commence in May 2017 and be completed by March 2018.

### Highways maintenance incentive fund

The Council demonstrated that it has an effective and efficient approach to highways asset management, and successfully attracted the maximum funding allocation from the Department for Transport's incentive fund.

### Alternate weekly waste collections

From September, the Council will move to alternate weekly green household waste bins collections, to save £1 million a year. It is hoped that this will also encourage recycling. Further details about the redesigned collection will be available online at [www.coventry.gov.uk/recycling/](http://www.coventry.gov.uk/recycling/).

## Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Principal roads (A roads) in a good / acceptable condition	99% 2015/16	99% 2016/17	N/A	⊞	95%	✓
Non-principal roads (B & C roads) in a good / acceptable condition	98% 2015/16	98% 2016/17	N/A	⊞	95%	✓
Unclassified roads in a good / acceptable condition	80% 2015/16	80% 2016/17	N/A	⊞	80%	✓
Pedestrian footways / pavements in a good / acceptable condition	36% 2015/16	36% 2016/17	N/A	⊞	38%	✗
Fly-tips reported in the city	2,316 2015/16	3,342 2016/17	N/A	✗	<2,200	✗
Household waste recycled and composted	30.3% 2015/16	29.9% 2016/17 provisional	44.0% WMR 2015/16	✗	43.0% England 2015/16	✗
					50%+ by 2020	✗

## Make communities safer

### Trends

#### Crime rate

Coventry recorded an increase of 8% in total recorded crime (+1,680 offences) in 2016/17. This is lower than the West Midlands Police area, which increased by 11.2% (+20,631 offences). While any increase in crime is unwelcome, Coventry saw the second lowest increase (with Walsall in first place with a 1% increase).

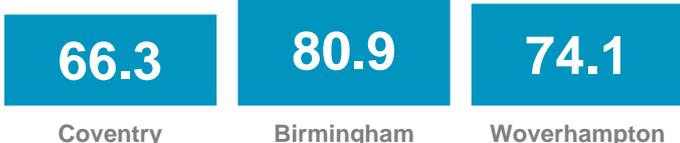


### ↑8% crime

22,909 crimes in 2016/17 vs 21,229 in 2015/16  
an increase of 1,680 offences in Coventry

#### Crime rate per 1,000 population

Coventry's crime rate remains lower than Birmingham or Wolverhampton:



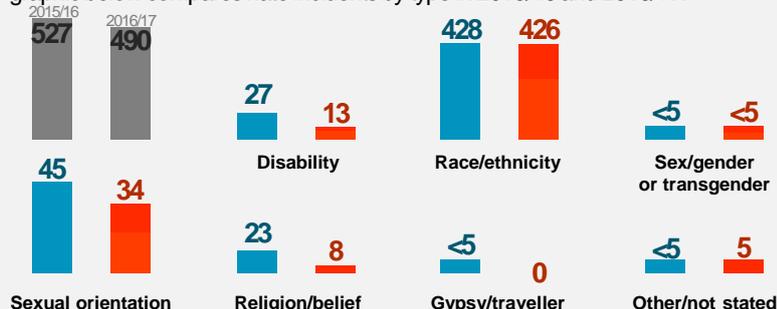
#### What crimes have increased?

In Coventry, there has been a 20% increase (355 offences) in theft from motor vehicles. Four offences account for nearly half of all crimes recorded by local neighbourhood policing units, these are:



#### Hate crime incidents

490 hate incidents (both crime and non crime) were recorded in 2016/17. The graphic below compares hate incidents by type in 2015/16 and 2016/17.



#### Domestic violence and abuse



### 5,771 incidents ↓3.4%

reduction of 201 incidents (-3.4%) from 2015/16

Main crimes committed are: assault – actual bodily harm (n=710); common assault (n=432); wounding; breach of restraining order; and criminal damage to dwelling



### 53% involving children ↑15.8%

Exposure to adverse childhood experiences like domestic violence impacts on future violence victimisation or perpetration, and lifelong health and opportunities.

### Actions

#### Preventing domestic violence and abuse



### 6.7% repeat victims

291 incidents in 2016/17 compared to 565 in 2015/16  
Repeat incident rate fell from 9.5% to 6.7%

Domestic violence and abuse is everybody's business – it is important to recognise that domestic abuse has an impact on the lives of the victims, the offenders, the children, and the community, and that often suffering is hidden from view. This year saw a significant decrease in the number of repeat incidents of domestic violence – 291 in 2016/17 compared to 565 in 2015/16. While overall domestic violence figures remained stable (falling by 3.4%) the decrease in the repeat incidents is thought to be a positive impact from improvements in the...

support provided by police and partner agencies; and

management of repeat offenders – reducing repeat victimisation.

#### First time entrants to the youth justice system



### 126 first time entrants

in 2016/17, up from 114 in 2015/16  
rate per 100,000 increased from 399 to 432

The rate per 100,000 is now above the statistical neighbour average for 2015/16. The majority of first-time entrants (70) received a court disposal; and the main offences are violence (38, 30.2%) or possession of a weapon (15, 11.9%) – specifically, knives and bladed articles.

#### Addressing sexual violence

The Council have commissioned Coventry Rape & Sexual Abuse Centre and Barnados, a children's charity, to provide a sexual violence prevention programme. This is intended to raise awareness and educate young people about sexual violence, appropriate behaviour and consent. It is being delivered to children, young people, teachers and parents in schools and youth groups. Further work is underway to develop an intimate partner violence prevention programme alongside this.

### Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Crime rate per 1,000 population & number of crimes	61.5 21,229 (↓1.0%) 2015/16	66.3 22,909 (↑8%) 2016/17	74.1 Wolverhampton 2016/17	80.9 Birmingham 2016/17	N/A	N/A
First time entrants to youth justice system (rate per 100,000)	399 2015/16	432 2016/17	422 Family group average (SN) 2015/16	N/A	N/A	N/A
Domestic violence (crime and non-crime) offences known to the police	5,972 (↓2.16%) 2015/16	5,771 (↓3.4%) 2016/17	N/A	N/A	N/A	N/A
Repeat victims of domestic violence reported	9.5% 2015/16	6.7% 2016/17	N/A	N/A	N/A	N/A

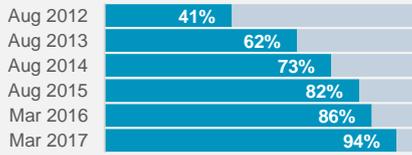


# Improving educational outcomes

## Trends/Actions

### Coventry schools rated good or outstanding by Ofsted

94% of Coventry primary schools are rated good or outstanding. This is a eight point increase from last year; and is above the national average of 89%.



Building on the successes of the school to school support model, the Council is now working with schools to create more outstanding schools.

74% of the city's secondaries are rated as good/outstanding. Since April, three more schools are now rated as good.



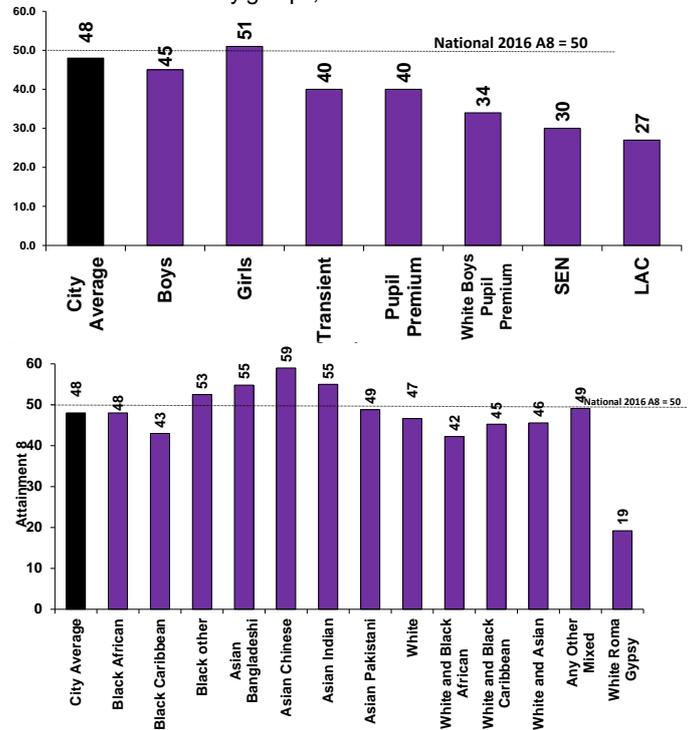
All of Coventry's secondary schools have adopted and implemented a new secondary improvement model with four new collaborative school-to-school support groupings. This has led to improved Ofsted inspection results this year.

### Adult education rated as good by Ofsted

Ofsted recognised that the service's "highly effective and customised study programmes" for care leavers, NEETs, and those who have missed school "made a significant difference to their future prospects".

### Key stage 4 results in 2016

Coventry's Attainment 8 result for 2016 is 48.1%, however there are differences between key groups, set out below:



## Indicators

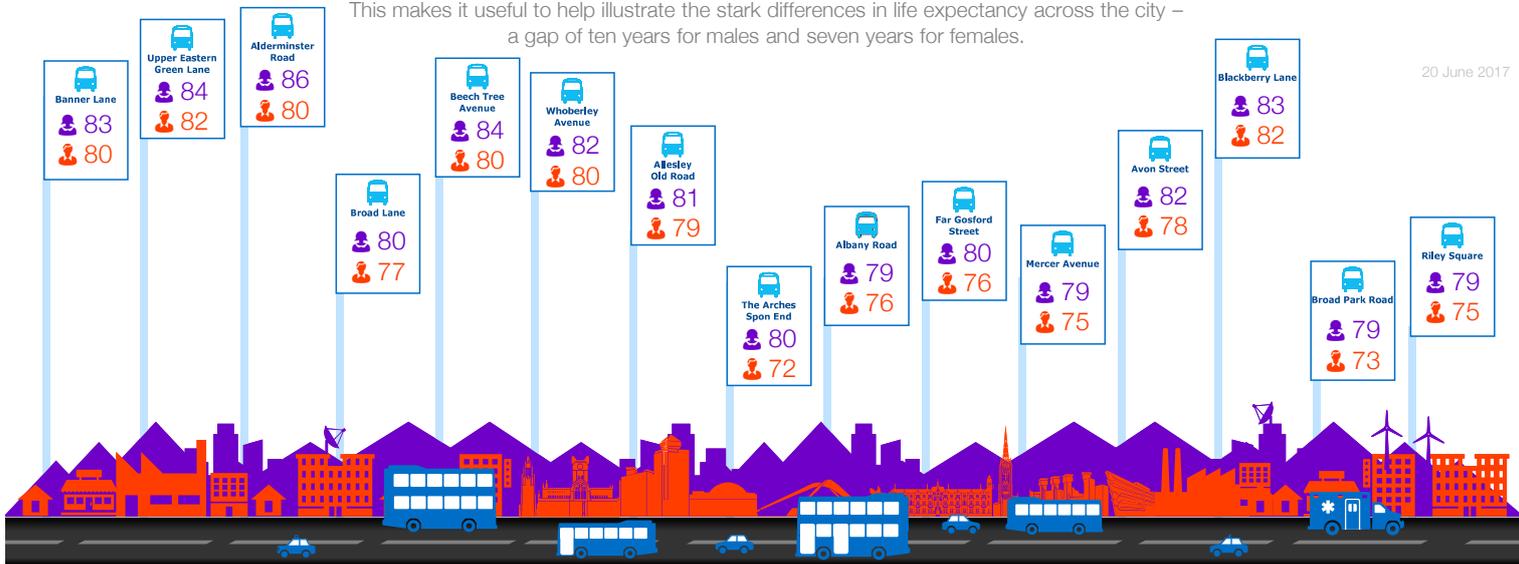
Indicator	Previous	Current	Comparators	Progress	Target	Status
Primary schools judged as good/outstanding by Ofsted	86% March 2016	94% March 2017	87% SN March 2017	89% England March 2017	89%+	✓
Secondary schools judged as good/outstanding by Ofsted	57% March 2016	74% March 2017	76% SN March 2017	82% England March 2017	82%+	✗
Key stage 2: expected standard in reading, writing & maths	N/A	49% 2016	50% SN 2016	53% England 2016	53%+	✗
Key stage 4: attainment 8	45 2015	48.1 2016	47.9 SN 2016	49.9 England 2016	49.9+	✗
Key stage 4: progress 8	0.03 2015	-0.05 2016	-0.11 SN 2016	-0.03 England 2016	0.00+	✗
Key stage 4: Basics A*-C English and maths	N/A	61% 2016	59% SN 2016	63% England 2016	63%+	✗
Key stage 5 level 3 average point score A Level entry	N/A	28.29 (Grade C-) 2016	27.94 (Grade C-) SN 2016	30.45 (Grade C) England 2016	30+	✗
Key stage 5 level 3 average point score per tech level entry	N/A	28.63 (Merit+) 2016	30.82 (Dist-) SN 2016	30.77 (Dist-) England 2016	31+	✗
Key stage 5 level 3 average point score per general applied entry	N/A	35.08 (Distinction) 2016	34.41 (Dist.) SN 2016	34.67 (Dist.) England 2016	35+	✓

## Improve health and wellbeing

Trends

### Life expectancy at birth in Coventry 2010-2014

Coventry's bus route 10 crosses the city's more affluent and more deprived neighbourhoods. This makes it useful to help illustrate the stark differences in life expectancy across the city – a gap of ten years for males and seven years for females.



20 June 2017

### Actions

#### Smoking

**stop-smoking services**  
**3,798 smokers**  
 engaged with services in 2016/17

**smoke-free four weeks later**  
**1,927 smoke-free**  
 including 154 pregnant women

#### Conceptions to under 18s

**158 conceptions**  
 to girls aged under 18 in 2015

Conceptions to girls aged under 18 in Coventry remain much higher than nationally; and is amongst the highest when compared to similar local authority areas. However, this is a decrease from the rate in 2014, continuing a trend over several years of significant improvement. Between 1998 and 2008 there were around 350 conceptions every year, this is now decreased down to 158.

The Council has worked with Coventry and Warwickshire Mind, a mental health charity, to help support smokers with mental health conditions reduce their tobacco intake and has also worked with pharmacies to improve access to a wider range of stop smoking medications.

#### Child injuries

**1,112 injuries to children**  
 resulting in hospital admissions in 2015/16 (+168)

#### Sustainability & transformation partnerships (STP)

The STP sets out a vision for the future of health and care services and focuses on helping people to stay healthier for longer and on providing better care at home or closer to home. Focuses this year include: out-of-hospital care through strengthening community hubs; public health prevention through embedding prevention across all partners; and community capacity.

#### Health and wellbeing board priorities

- Working together as a Marmot City to reduce health and wellbeing inequalities
- Improving the health and wellbeing of individuals with multiple complex needs
- Developing an integrated health & care system that provides the right help and support to enable people to live their lives well

### Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Adults achieving 150 minutes of physical activity per week	55.4% (51.1%-59.7%) 2014	58.8% (54.6-63.0%) 2015	55.1% WMR 2015	57.0% England 2015	N/A	N/A
Smoking prevalence in adults: current smokers	15.8% (13.7%-18.0%) 2014	16.6% (14.5%-18.8%) 2015	15.7% WMR 2015	16.9% England 2015	N/A	N/A
Smoking quitters at four weeks – rate per 100,000 smokers	4,493 (2,075 quitters) 2015/16	4,280 (1,927 quitters) 2016/17	3,522 WMR 2015/16	2,598 England 2015/16	N/A	N/A
Hospital admissions caused by injuries in children 0-14 per 10,000	149.9 (944 injuries) 2014/15	173.2 (1,112 injuries) 2015/16	110.4 WMR 2015/16	104.2 England 2015/16	N/A	N/A
Conceptions to girls aged under 18 (rate per 1,000 girls aged 15-17)	33.8 Jan-Dec 2014	29.9 Jan-Dec 2015	27.1 WMCA 2015	19.5 Warks 2015	23.7 WMR 2015	20.8 England 2015



# Protecting our most vulnerable people

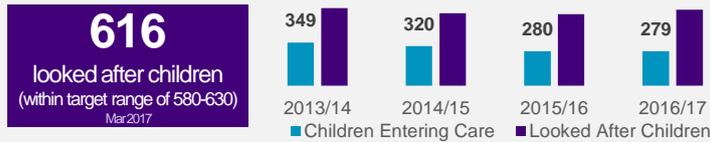
## Trends/Actions

### Early years

**3,009** children achieved a good level of development at the end of reception that is, **65.4%** in 2016, up from 63.9% last year.

Although recent trends has been upwards, the rate improvement is slower than nationally (69.3%), so we have moved from being better than average to worse than average. However, among those that receive free school meals, a proxy for deprivation, 57.4% (479 children) achieving a good level of development in Coventry compared to 54.4% nationally.

### Children's social care



**616** looked after children (within target range of 580-630) Mar 2017

**Fewer re-referrals: 23.9%** are re-referrals in 2016/17 vs. 28.7% in 2015/16 & vs. 22.6% in similar authorities

**Fewer re-entering care: 14.3%** previously looked after children re-entering care; vs 23.5% in 2015/16

Work is being targeted at the multi-agency safeguarding hub (MASH) to ensure children and families receive services appropriate to their needs; and that looked after children and their families receive more effective interventions during their time in care.

### Ofsted inspection

Following the first full inspection since 2014, Ofsted reported on 13 June 2017 that Coventry's children's services has improved to be moved into the 'requires improvement' category. Since being rated as 'inadequate' three years ago, the Council has been working to improve services it provides to protect and support the most vulnerable children and young people in the city. The report made a series of recommendations, many of them procedural, to help continue the journey to becoming 'good'.

### Child sexual exploitation (CSE)

CSE is a form of sexual abuse. It occurs when an individual/group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person into sexual activity. The Council's Horizon team, which tackles and raises awareness of CSE, has won silver in the team of the year category in the 2016 social worker of the year awards. The team consists of social workers, youth workers, children & families workers, a CSE co-ordinator, a specialist police officer and a health worker.

### Adult safeguarding and adult social care

- 1,269** People in long-term support per 100,000 18+ population (↓6%)
- 6** Placements in residential care rated inadequate (0.7%)
- 88%** Adult social care users who receive self-directed support (↑8%)
- 24%** Adult social care users with direct payments

### Homelessness



**65-75** people present to the Council as 'homeless on the night' every week in addition to people contacting us in advance of becoming homeless

**1,015** homelessness cases prevented and relieved

Over recent years, social housing property lets decreased. In addition, it has been difficult to find suitable homes for larger families. The Council is currently looking at its responses to the introduction of the homelessness reduction act.

### Children's services transformation programme

The transformation programme is made up of eight discrete projects:



"The children's services transformation plan is ambitious, and is appropriately focused to mitigate outstanding deficits, in relation to providing responsive, consistently good-quality support for children and their families."  
 – Ofsted inspection of Coventry's children's services, published 13 June 2017

# Improving the quality of life for Coventry people

## Indicators

Indicator	Previous	Current	Comparators		Progress	Target	Status
Good level of development at age 5	63.9% 2015	65.4% 2016	66.4% SN 2016	69.3% England 2016		69.3%+	
Gap between the lowest achieving 20% in the early years and the rest	36.0% 2015	35.1% 2016	35.6% SN 2016	31.4% England 2016		<31.4%	
Looked after children rate per 10,000 & number	78.3 (580) Mar 2016	83.1 (616) Mar 2017 provisional	73.2 WMR 2015/16	76.4 SN 2015/16	60.3 England 2015/16	580-630 children	
Repeat referrals to children's social care	28.7% 2015/16	23.9% Mar 2017 provisional	20.2% WMR 2015/16		22.3% England 2015/16	<15%	
% of children with three or more placements in the previous 12 months	14.1% 2015/16	11.5% 2016/17 provisional		10% England 2015/16		<10%	
Common assessment framework assessments closed with all actions complete	68.8% 2015/16	70.7% 2016/17 provisional		N/A		>70%	
Households accepted as statutory homeless (in priority need)	533 2015/16	653 2016/17		N/A		N/A	
Homelessness cases prevented and relieved	1,536 2015/16	1,015 2016/17		N/A		N/A	
Adults using social care who receive self-directed support	80% Mar 2016	88% Mar 2017 provisional	91.4% CIPFA 2015/16		88.2% England 2015/16	>90%	
Adults using social care who receive direct payments	21% Mar 2016	24% Mar 2017 provisional	29% CIPFA 2015/16		28% England 2015/16	>21%	
Adult safeguarding (rate of S42 enquiries per 100,000 population)	357 966 enquiries 2015/16	326 881 enquiries 2016/17 prov.	290 WMR 2015/16		239 England 2015/16	N/A	
Regulated adult social care services rated as inadequate	3% 31 Mar 2016	<1% 31 Mar 2017		N/A		≤3%	
Adult social care service users receiving long term on-going support rate per 100,000	1,343 (3,631 users) 31 Mar 2016	1,269 (3,430 users) 31 Mar 2017	1,386 CIPFA 2015/16		1,716 England 2015/16	3,400-3,800 users	
Proportion of adult social care services users who feel safe	70.0% 2015/16	75.0% 2016/17 provisional	68.7% CIPFA 2015/16		68.8% England 2015/16	>68%	
Adults who contacted social care not previously receiving social care support rate per 100,000	3,440 (9,296 people) 2015/16	3,496 (9,446 people) 2016/17	5,215 CIPFA 2015/16		4,200 England 2015/16	9,000-10,000 people	
Breastfeeding rates at 6-8 weeks	N/A* 2015/16	48.3% Apr-Jun 2016 49.4% Jul-Sep 2016	N/A* WMR 2016/17		44.7% Apr-Jun 2016 44.4% Jul-Sep 2016 England	N/A	

\* data not published – failed validation tests



# Reducing health inequalities

Trends/Actions

## Life expectancy at birth

Coventry, 2013-15



**Males**

**78.4 years**



**Females**

**82.3 years**

## Inequality in life expectancy



### Excess weight

In 2015/16, there was a large increase in excess weight among year 6 pupils (10-11 year olds) with 37.5% overweight/obese (vs 35.4% in 2014/15). This is mainly driven by an increase in obese children: 23.1% of children are obese, up from 21.1% in 2014/15. Among 4-5 year olds 22.4% are overweight/obese in 2016/17; same as in 2015/16. A new childhood obesity alliance has been established, and a reduction in childhood obesity is a key outcome of the procurement of a family health and lifestyle service to become operational in 2018.

Excess weight by ward		Obese by ward	
Reception	Year 6	Reception	Year 6
29.9%	43.5%	13.2%	27.9%
Foleshill	Radford	Wyken	Radford
12.8%	25.3%	5.1%	13.0%
Cheylesmore	Cheylesmore	Cheylesmore	Cheylesmore

### Drugs and alcohol

**2,000 regular opiate/crack cocaine users** (9.2 per 1,000 vs 8.2 nationally)

**13,000 high risk drinkers** (50+ units per week (males), 35+ units per week (females))

Two-thirds of population exhibit two or more lifestyle risks:

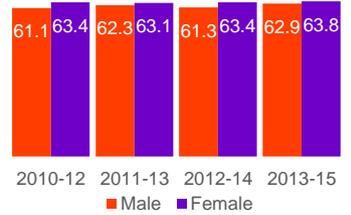
smoking 1+ cigarette a day	physically inactive
excessive alcohol consumption	eating <5 portions of fruit/vegetables

### Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Male healthy life expectancy at birth	61.3 (59.8-62.9) 2012-14	62.9 (61.3-64.5) 2013-15	62.4 WMR 2013-15	63.4 England 2013-15	N/A	N/A
Female healthy life expectancy at birth	63.4 (61.7-65.1) 2012-14	63.8 (62.1-65.5) 2013-15	63.2 WMR 2013-15	64.1 England 2013-15	N/A	N/A

### Healthy life expectancy

The overall trend for healthy life expectancy is increasing. In Coventry, the average healthy life expectancy for Coventry residents in 2013-15 is now 62.9 years for males and 63.8 years for females.



### Mental wellbeing

Good mental wellbeing is essential to help people achieve their potential. However, one in four adults experience a mental health problem in any given year, and 10.4% of Coventry 16-74 year olds estimated to have anxiety or depressive disorders compared to a UK average of 8.9%. For children, 10% of 5-16 year olds nationally estimated to have a mental health disorder but 70% do not get appropriate interventions early enough.

### Dementia

3,600 people in Coventry are estimated to have dementia; but only 50% will have a diagnosis or have access to related services.

### HIV

Coventry has the highest rate of HIV infection in the region, with 3 in every 1,000 15-59 year olds living with the condition. 54% of people are diagnosed late, when treatment is less effective. We are urging people to have an HIV test if they are at risk, and pharmacies and GPs across the city now offers finger prick blood tests for HIV, which provide a result in 60 seconds.

### Air quality



### Marmot



### People facing multiple complex needs (MCN)

A multi-agency multiple complex needs board has been set up to address issues faced by people who experience several problems at the same time; have ineffective contact with services; and live chaotic lives, such as a combination of mental ill health, substance misuse, violence, sexual abuse and adverse childhood experiences.

### Making every contact count

Reducing health inequalities is about services working more effectively together. With making every contact count, partners check individuals' general wellbeing, and alert other partners when additional needs are identified. An example is the fire service conducting safe and well checks during home visits, alerting partners to people's additional needs.

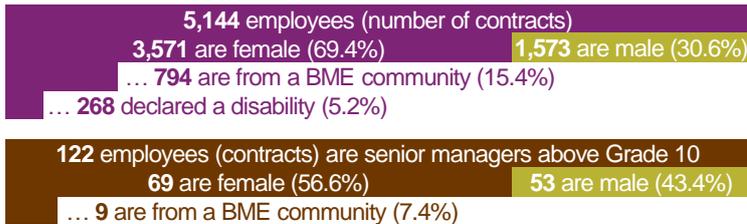
## Making the most of our assets

Make savings so that we can support frontline services

### Financial resources

The Council's total revenue expenditure is funded from a combination of resources including settlement funding from the government, specific grants, Council Tax, retained business rates, as well as fees, charges and other income. The equivalent settlement funding has fallen from £217m in 2010/11 to £122m in 2016/17. As the number of households have risen as overall resources have been cut, the equivalent funding per household has more than halved, £1,642 to around £800. However, the Council's participation in the West Midlands 100% business rates pilot has made new resources available over the next three years.

### Employee statistics (March 2017)



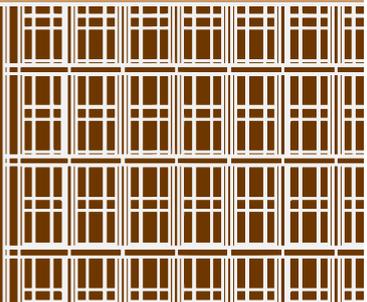
### Sickness absence (days per full-time employee)



### Building rationalisation

The Council will move to One Friargate towards the end of 2017.

One Friargate  
Coventry  
CV1 2GN



### Carbon dioxide emissions



**15,500 tonnes (15%)**

estimated reduction in carbon dioxide emissions in 2016/17, mainly as a result of the Council's building rationalisation programme



The Council's carbon reduction target of 35% by 2020 has already been achieved!

## Support the regeneration of Coventry's economy

### Think local: social value policy in action



### Friargate

The Council is moving most of its staff to One Friargate, in the city's new business quarter. The Financial Ombudsman Service will be relocating from London to Coventry and sharing two floors of One Friargate – bringing 320 jobs to the city.



### Attracting external funding

The Council has continued to be successful in attracting external funding to support capital programmes, including a £35m Whitley infrastructure grant and funding from the Regional Growth Fund – however a significant part of the schemes to which these grants applies is still to be delivered.

### Coventry investment fund

No new approvals have been agreed this year, as the Council has decided to make no further activity linked to the Coventry investment fund in the 2017/18 budget setting process. Future schemes may be eligible for WMCA or Council funding on an individual basis where it can be demonstrated that this is cost-neutral.

## Change how we work to become more flexible and adaptable

### Voice of the customer strategy

The Council is looking to improve the way it gathers and records customer satisfaction. A customer engagement manager has been appointed; and as part of the role, the new manager will work with teams across the Council to determine how to measure satisfaction consistently across the Council.

### Information management

The Council's information management strategy group is looking at ensuring the Council is adopting best information governance practices; master data management; open data; electronic document and records management systems; and ensuring that all Council officers are fully trained and up-to-date on data protection, information governance and digital skills.

### Dashboard and balanced scorecards

Support teams across the Council are working to provide managers a better view of the organisation, for instance by making quality/outcome, financial, workforce, customer and other corporate indicators more readily accessible.

### Digital Coventry

The Council's Digital Coventry strategy sets out the scene for the Council and partners for the future direction of digital services, infrastructure and innovation. The strategy seeks to:

- focus limited public resources on achieving the best digital outcomes across the whole Council, the city and beyond;
- encourage and direct investment in the digital programme by others and to maximise limited public resources;
- encourage services, people and organisations to work together to share developments and knowledge;
- address the growing demand for digital services and focus on what residents want in order to deliver outcomes that matter to them; and
- enable the Council, residents, businesses and partners to get the most out of digital.



# Active communities & empowered citizens

Empowering citizens and encouraging active communities

## Connecting communities

The scale of grant cuts means the current way in which services are being delivered is no longer sustainable. To address this, the Council embarked on *Connecting Communities*, an ambitious approach to redesigning services through collaboration with local communities. Phase 2 of Connecting Communities focused on how services and support could be delivered differently in local communities with the greatest need, within the resources available. As a consequence of cuts, a target of £3.8m was set for this work. The intention of Connecting Communities is to balance the Council's financial position and the needs of residents, alongside making radical changes in the delivery of services. This has involved working closely with residents and partners in new ways to maximise the total public funding that remained to support the most vulnerable in the city.



## Residents' perceptions (Life in Coventry survey 2016)



Almost 7 in 10 residents **trust us** (69%) compared to LGA benchmark of 58%

**6/10** satisfied with the way we run things (61%) (6% below LGA benchmark)

**88%** satisfied with their local area (6% better than LGA benchmark)

Working together with neighbours and partners across the voluntary, public and private sectors

## Online transactions



**1 in 4** transactions with the Council conducted online

## Self-service & reduction in face-to-face contact

More and more residents are choosing self-service when engaging with the Council. This year, the Council have made more services available online, while ensuring that support is still available via telephone and face-to-face for those who have more complex enquiries and/or for individuals unable to self-serve. The Council has also improved telephone answering performance in its contact centre – reducing repeat contact attempts. More online forms are in development to drive the uptake of self-service.

## West Midlands Combined Authority



WEST MIDLANDS  
COMBINED AUTHORITY

On 4 May, inaugural elections for the West Midlands mayor was held. This was won by Andy Street, who will serve as mayor until May 2020. The priorities for the WMCA are around improving the economy, skills, transport and housing.

## Partnership for Coventry



Partnership  
FOR COVENTRY

The priorities for the Partnership for Coventry, the local strategic partnership, is "growing the city and tackling poverty". This year, among other things, the partnership's armed forces community covenant also received a "bronze" award.

## Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Carbon dioxide emissions from local authority operations	16,368 tonnes ↓ 9% 2015/16 actual	15,500 tonnes ↓ 5% 2016/17 estimate	N/A	✓	↓ 35% by 2020	✓
Core employee headcount (full-time equivalents, fte)	4,242.05 Mar 2016	4,108.31 Mar 2017	N/A	✓	N/A	N/A
Council staff sickness absence per fte	8.51 days 2015/16	8.64 days 2016/17	N/A	✗	<8.0 days	✗
External funding attracted	£46.8m 2015/16	£54.4m 2016/17	N/A	✓	£17.8m	✓
Transactions done online	20% 2015/16	28% 2016/17	N/A	✓	35% by Mar 2017	✗
Reduction in face to face and telephone contact	24% 2015/16	30% 2016/17	N/A	✓	↓ 30%	✓

## Further information

### Indicator change log

This list sets out indicators that are new, revised or deleted indicators; in this report (July 2017) compared to the report in (July 2016)

#### New indicators

##### Globally connected:

- Change in business rates tax base
- Gap in the JSA claimant rate between the city's most affluent and deprived wards
- Change in Council tax base

##### Locally committed:

- First time entrants to youth justice system
- Key stage 2: expected standard in reading writing and maths
- Educational attainment at key stage 4: Attainment 8, Progress 8, basics A\*-C English and maths
- Key stage 5: level 3 Average Point Score per A Level entry
- Key stage 5: level 3 Average Point Score per Tech Level entry
- Key stage 5: level 3 Average Point Score per General Applied entry
- Adults achieving 150 minutes of physical activity per week
- Repeat referrals to children's social care
- Stability of looked after children's placements (% of children with three or more placements in the previous 12 months)
- Proportion of adult social care users who feel safe
- Regulated adult social care services rated as inadequate
- Hospital admissions caused by injuries in children 0-14 per 10,000

#### Revised indicators

##### Locally committed:

- From **percentage of pupils** to **percentage of primary schools** judged as good/outstanding by Ofsted
- From **percentage of pupils** to **percentage of secondary schools** judged as good/outstanding by Ofsted
- Adult safeguarding enquiries (S42 enquires) numbers and rate per 100,000 population
- From total number of enterprises to number of active enterprises

#### Deleted indicators

##### Globally connected:

- Adult and junior credit union members

##### Locally committed:

- Level 4 or above in reading writing and maths at key stage 2
- Expected progress from key stage 2 to 4 in English and in maths
- Five good GCSE's (A-C) including English and maths
- Key Stage 5 Level 3 value added
- Adult social care service users who have control over their daily life

##### Delivering our priorities with fewer resources:

- Rationalising property savings
- Carbon dioxide emissions avoided through the use of local renewable energy in local authority operations
- Total energy use in Council buildings
- Coventry investment fund allocation
- Transformation programme savings

### Open data

The Insight Team at Coventry City Council publishes information and statistics about the city and the Council online at [www.coventry.gov.uk/infoandstats/](http://www.coventry.gov.uk/infoandstats/). Performance towards the Council's key priorities, as measured through Council Plan, equality (and Marmot) indicators, are set out online at [www.coventry.gov.uk/performance/](http://www.coventry.gov.uk/performance/). The Council has set out its intention to support open data and innovation in its Digital Strategy for 2017-2022, and our performance indicators are available on the open data page at [www.coventry.gov.uk/opendata/](http://www.coventry.gov.uk/opendata/) and also on [GitHub](#).