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8. **Business Planning Cycle for 2026/27 for the Coventry Municipal Holdings Group** (Pages 3 - 4)

Report of the Director of Finance and Resources

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Briefing note For items 11 and 16

To: Coventry Shareholder Committee

From: Scrutiny Co-ordination Committee

Date: 17 March 2026

Subject: Business Planning Cycle for 2026/27 for the Coventry Municipal Holdings Group

1 Purpose of the Note

- 1.1 To inform the Shareholders Panel of the recommendations arising from an item on Business Planning Cycle for 2026/27 for the Coventry Municipal Holdings (CMH) Group considered at the meeting on 12 March 2026

2 Recommendations

- 2.1 The Scrutiny Co-ordination Committee recommends that the Coventry Shareholders Panel agree the recommendations in the report.

3 Information and Background

- 3.1 At its meeting on the 12th March 2026, Scrutiny Co-ordination Committee considered a report on the Business Planning Cycle for 2026/27 for the Coventry Municipal Holdings Group.
- 3.2 The committee considered the information provided in the report. Members asked questions and received responses on the following areas:
- The financial relationships between companies in the group including investments, loans and liabilities.
 - The importance of TWW's mission to deliver positive social and environmental contributions, noting that many waste companies do not offer this focus.
 - Questions about the number and structure of companies within the group, plans for reviewing arrangements, whether any companies could be combined and how best to ensure transparent reporting and effective scrutiny.
 - Arrangements relating to Teckal companies, which give local authorities specific trading advantages, and that it is common for councils to operate both commercial and Teckal entities in parallel.
 - Plans for how dormant companies in the group will be either utilised or closed.
 - A summary of overall improvements made over the previous year.

- Plans for investment and developments at Coombe and the relationship between the Hotel business and the Park.
- Requests for further information on investment plans for Coombe, with confirmation that a separate briefing will be provided.
- Clarification of which bodies oversee CMH, including the Coventry Shareholders Committee and Audit and Procurement Committee.
- Confirmation that CMH currently experiences low customer churn, reflecting business stability.

3.3 Members also requested that consideration be given as to how the presentation and scheduling of reports can be most effectively managed ensure sufficient time for consideration, and to develop clearer approaches for explaining governance arrangements to support effective scrutiny oversight.

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