

**Time and Date**

2.00 pm on Tuesday, 9th September, 2014

**Place**

Council Chamber - Council House

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**1. Apologies****2. Minutes of the Meeting held on 15th July 2014** (Pages 7 - 16)**3. Exclusion of the Press and Public**

To consider whether to exclude the press and public for the items of private business for the reasons shown in the report.

**4. Coventry Good Citizen Award**

To be presented by the Lord Mayor

**5. Correspondence and Announcements of the Lord Mayor****6. Petitions****7. Declarations of Interest****Matters Left for Determination by the City Council/Recommendations for the City Council****8. Formal Consultation in Respect of Further Staffing Reductions** (Pages 17 - 32)

From the Cabinet, 5<sup>th</sup> August 2014

**9. Coventry Sports Strategy 2014 - 2024** (Pages 33 - 116)

From the Cabinet, 5<sup>th</sup> August 2014

**10. City Centre Sports and Public Leisure Facility Development** (Pages 117 - 326)

From the Cabinet, 5<sup>th</sup> August 2014

**11. Audit and Procurement Committee Annual Report to Council 2013-14** (Pages 327 - 338)

From the Audit & Procurement Committee, 18<sup>th</sup> August 2014

**It is anticipated that the following matters will be referred as Recommendations from Cabinet, 2nd September 2014. In order to allow Members the maximum opportunity to acquaint themselves with the proposals, the reports are attached. The relevant Recommendations will be circulated separately.**

12. **New Coventry Local Plan - Delivering Sustainable Growth (2011-2031) and the Updated Local Development Scheme (2014)** (Pages 339 - 420)

Report of the Executive Director, Place

13. **The Coventry and Warwickshire First Wave Growth Deal** (Pages 421 - 430)

Report of the Executive Director, Place.

#### **Items(s) for Consideration**

14. **Appointments of the City Council - Membership of the Corporate Parenting Board** (Pages 431 - 436)

Report of the Executive Director, Resources

15. **Question Time**

- (a) Written Questions – There are no written questions
- (b) Oral Questions to Chairs of Scrutiny Boards/Chair of Scrutiny Co-ordination Committee
- (c) Oral Questions to Chairs of other meetings
- (d) Oral Questions to Representatives on Outside Bodies
- (e) Oral Questions to Cabinet Members and Deputy Cabinet Members on any matter

16. **Statements**

17. **Debates**

- 17.1 To be moved Councillor Khan and seconded by Councillor Chater

Since 2010, Coventry has been known as a City of Sanctuary and with that, the City acknowledges that it recognises the plight of asylum seekers forced to flee their home countries.

Many asylum seekers, in exercising their human right of free speech in their own countries, have received death threats, suffered beatings and threats to their family members, forcing them to abandon their homes, their country and all their possessions. Here in Britain, if their asylum cases are refused by the Home Office, they lose all financial support and accommodation. Current laws also prevent them from working. This leaves them in a cycle of deprivation and poverty that is currently impossible to break. Many are forced into homelessness on the street. The destitution of the refused asylum seekers places increased pressure on the charities and communities that meet their most basic human needs.

The recent Children's Society report into support for asylum seekers found widespread evidence of destitution, its negative impact on children and of the need to reform the asylum support system if it is to have regard to the safety and well-being of children.

The Council welcomes the initiatives of the 11 City Councils that have passed a motion on destitution in the UK, highlighting the concerns for refused asylum seekers and the lack of support and facilities. Coventry, as the City of Peace and Reconciliation is complemented by the assertion that we are a City of Sanctuary but for this proud declaration to be meaningful and worthy of its fine words, we must act to improve this situation with the following actions:

1. The Lord Mayor and the Leader to write, on behalf of the City Council, to the Secretary of State for Home Affairs deploring the Government policy that forces refused asylum seekers into destitution while they continue to fight for a safe haven from persecution.
2. The City Council should work closely with the voluntary sector through a designated Officer to provide help, support and advice to applicants and enable a co-ordinated response to be easily available to those in need at this vulnerable time of their lives.
3. The Lord Mayor and Leader to write to the Secretary of State for Home Affairs seeking a change of policy allowing local authorities to assist refused asylum seekers in danger of destitution and to provide equal emergency provision to refused asylum seekers as they would to any other homeless person.
4. The City Council should request the Home Office to ensure that it continues to provide financial support and accommodation until a safe return is negotiated or an individual leaves the UK or leave to remain is granted, and to provide good quality legal advice at all stages of the asylum process.

5. The City Council should write to the Secretary of State for Home Affairs making clear its opposition to the use of destitution as a policy tool to force refused asylum seekers to leave the UK while they continue to state their case for a safe haven from persecution.
6. The City Council agrees to produce a report highlighting all existing support available in Coventry, including housing, training, education and legal advice open to vulnerable asylum applicants.
7. The Lord Mayor and Leader of the City Council calls on all Coventry MPs to support the content of this Motion, to raise the matter in the House of Commons and support a change in current laws regarding asylum applications by removing restrictions on local authorities in the support they can provide to destitute asylum seekers.
8. The City Council to join the national campaign “Still Human, Still Here” (a coalition of about 70 organisations, including several City Councils, Church of England and Catholic Archbishop Conferences, Amnesty International and the Red Cross, who are proposing practical solutions to end the destitution of refused asylum seekers in the UK).
9. The City Council agrees to seek further support for this Motion and actions via the Local Government Association and to encourage other Councils in the UK to follow suit.

17.2 To be moved by Councillor Taylor and seconded by Councillor Skinner

We, the City Council, are deeply concerned that despite a petition of 11,299 people to retain a nationally renowned facility, that being our 50m pool, the controlling Labour Group has taken the decision to go ahead and build a new amenity, at more than it would cost to retain the 50m pool, and in doing so this will have a negative impact on Coventry’s status and prejudice our Olympic legacy.

We therefore urge Council even at this late stage to work actively with partners, including the City of Coventry Swimming Club, to ensure that the City of Coventry can keep its 50m pool.

## **Private Business**

## **Matters Left for Determination by the City Council/Recommendations for the City Council**

18. **City Centre Sports and Public Leisure Facility Development** (Pages 437 - 652)

From the Cabinet, 5<sup>th</sup> August 2014

(Listing Officer: David Nuttall, Tel: 024 7683 2362)

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Chris West, Executive Director, Resources, Council House Coventry

Monday, 1 September 2014

Note: The person to contact about the agenda and documents for this meeting is Carolyn Sinclair/Suzanne Bennett 024 7683 3166/3072

Membership: Councillors F Abbott, N Akhtar, M Ali, A Andrews, M Auluck, R Bailey, S Bains, L Bigham, J Birdi, J Blundell, R Brown, K Caan, D Chater, J Clifford, G Crookes, G Duggins, C Fletcher, D Galliers, D Gannon, A Gingell, M Hammon (Deputy Chair), L Harvard, P Hetherington, D Howells, J Innes, L Kelly, D Kershaw, T Khan, A Khan, R Lakha, R Lancaster, J Lepoidevin, A Lucas, K Maton, J McNicholas, C Miks, K Mulhall, J Mutton, M Mutton, H Noonan (Chair), J O'Boyle, E Ruane, R Sandy, T Sawdon, B Singh, D Skinner, T Skipper, H Sweet, K Taylor, R Thay, S Thomas, P Townshend, S Walsh and D Welsh

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**Carolyn Sinclair/Suzanne Bennett**  
**024 7683 3166/3072**

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## MINUTES OF THE MEETING OF THE CITY COUNCIL OF THE CITY OF COVENTRY

Held on 15<sup>th</sup> July 2014, in the Council House, Coventry

### PRESENT

Lord Mayor (Councillor Noonan)  
Deputy Lord Mayor (Councillor Hammon)

Councillor Abbott	Councillor T Khan
Councillor Akhtar	Councillor Lakha
Councillor Bains	Councillor Lepoidevin
Councillor Mrs Bigham	Councillor Mrs Lucas
Councillor Birdi	Councillor McNicholas
Councillor Blundell	Councillor Maton
Councillor Brown	Councillor Mrs Miks
Councillor Caan	Councillor O'Boyle
Councillor Chater	Councillor Ruane
Councillor Clifford	Councillor Sandy
Councillor Crookes	Councillor Sawdon
Councillor Duggins	Councillor Singh
Councillor Fletcher	Councillor Skinner
Councillor Galliers	Councillor Skipper
Councillor Gannon	Councillor Mrs Sweet
Councillor Gingell	Councillor Taylor
Councillor Harvard	Councillor Thay
Councillor Hetherton	Councillor Thomas
Councillor Howells	Councillor Townshend
Councillor Innes	Councillor Walsh
Councillor Kelly	Councillor Welsh
Councillor Kershaw	

Honorary Alderman

Present:

Mr D Batten  
Mr J Gazey

Apologies: Councillor Ali  
Councillor Andrews  
Councillor Auluck  
Councillor Bailey  
Councillor A Khan  
Councillor Lancaster  
Councillor Mulhall  
Councillor J Mutton  
Councillor M Mutton

### Public Business

#### 36. Minutes

The minutes of the Meeting held on 24<sup>th</sup> June 2014 were signed as a true record.

**37. Coventry Good Citizen Award – Mr Gavin Kibble**

On behalf of the Council, the Lord Mayor and Judge Griffith-Jones presented Mr Gavin Kibble with the Coventry Good Citizen Award. His citation read:

*“Gavin Kibble has worked tirelessly for the city and its people in order to ensure that those most in need are able to access sufficient good, nutritional and balanced food at times of crisis. He has led Coventry food bank since its inception in 2012 and worked across the voluntary, faith and commercial sectors, ensuring that access is effective and that people can maintain their dignity when accessing support.*

*Gavin has ensured that the food bank has sufficient resources to meet the increasing need by working with funders and food suppliers to support the growing needs of the city. He also ensures that all food bank users are able to access other services and support.*

*Gavin has worked diligently to ensure that all partners and colleagues across the city are actively involved at all times. Between April 2013 and March 2014 just over 18,000 people were fed by Coventry food bank, almost all of which is delivered by volunteers.*

*Gavin works in many other guises in the city, supporting and leading groups, movements and likeminded people in caring for and supporting those most in need across our city, never tiring, always searching for new and better ways to help others, and for this reason, Gavin is a fitting recipient of the Coventry Good Citizen Award.”*

**38. Death of Bob Jones, West Midlands Police and Crime Commissioner**

The Lord Mayor referred to the recent death of Mr Bob Jones, the West Midlands Police and Crime Commissioner, a post he was appointed to in November 2012.

Mr Jones had served as a Labour Councillor for Wolverhampton City Council for 33 years and was a member of West Midlands Police Authority from 1986 to 2012. He received a CBE for ‘Services to Policing’ in 2010.

Members of the City Council paid tribute to Mr Jones and noted that a letter expressing the Council’s sincere condolences would be sent to his family.

**39. Petitions**

**RESOLVED** that the following petitions be referred to the appropriate City Council bodies:



- (1) **Request to retain the 50m Swimming Pool – 7,156 signatures – supported by Councillor Andrews and presented by Councillor Skinner in his absence.**
- (2) **Request to retain the 50m Swimming Pool (e-petition) – 3,963 signatures – supported by Councillor Andrews and presented by Councillor Skinner in his absence.**
- (3) **Request to address traffic concerns in Beake Avenue – 104 signatures – presented by Councillor Birdi.**

#### **40. Declarations of Interest**

The Lord Mayor, Councillor Noonan, declared an interest (under the category of “Other Relevant Interest”) in the matter referred to in Minute 50 below (Warwick District Council New Local Plan – Publication Draft). She withdrew from the meeting during consideration and voting on this matter. The Deputy Lord Mayor, Councillor Hammon, took the Chair for this item.

#### **41. Youth Justice Plan – Requirement under the Crime and Disorder**

Further to Minute 3/14 of the Joint Cabinet Members Meeting (Children and Young People and (Policing and Equalities), the City Council considered a report of the Executive Director, People, which indicated that Youth Offending Teams were established under the Crime and Disorder Act 1998. The functions assigned to the Youth Offending Service include the duty upon the local authority under the Children Act 1989 to take all reasonable steps to encourage children not to commit offences. The Act imposed a duty on each local Authority, acting in co-operation with statutory partners (Police, Health and probation) to ensure that all youth justice services are available in their area to such an extent as is appropriate.

The Crime and Disorder Act also imposed a duty on each Youth Offending Team to complete and submit a Youth Justice Plan each year. The Plan, which was attached as an appendix to the report, provided an overview of the Coventry Youth Offending Service, achievements against key indicators, plans and targets, and identified the key strategic actions for the next 12 months.

The Youth Justice Plan had been agreed and signed off by the statutory partners – Police, Health, Probation and the Local Authority, represented by the Deputy Director, Early Intervention and Social Care, People Directorate.

**RESOLVED that the City Council endorse the Youth Justice Plan, as appended to the report submitted, the Plan then to be submitted to the Parliamentary Library in line with the requirements of the Crime and Disorder Act, 1998.**

#### **42. Re-order of Agenda**

In accordance with (Paragraph 10.1(c)) of the Constitution, it was proposed by Councillor Mrs Lucas and seconded by Councillor Blundell that the agenda be re-ordered so that the item of business entitled “Warwick District Council New Local Plan – Publication

Draft” be taken immediately following the debates.

#### **43. Coventry and Solihull Waste Disposal Company – Revised Articles of Association and Memorandum of Understanding**

Further to Minute 28/14 of the Cabinet, the City Council considered a report of the Executive Director, Place, which detailed changes to the Articles of Association and the Memorandum of Understanding in respect of the Coventry and Solihull Waste Disposal Company.

Coventry City Council and Solihull Metropolitan Borough Council jointly own Coventry and Solihull Waste Disposal Company Limited (CSWDC). Shareholding was split in a ratio of 66 Coventry Shares and 33 Solihull Shares. CSWDC had successfully operated the Energy from Waste Plant in Coventry since 1994, although the original plant dates from 1975. Over the last three years, the operation had returned significant dividends to both shareholders.

As well as providing the primary waste treatment capacity for Coventry and Solihull, CSWDC also obtained considerable revenues from the sale of electricity, heat and waste treatment capacity to other local authorities.

One of the challenges for CSWDC was securing a mixture of long term and short term waste contracts to fill the waste treatment capacity not used by Coventry and Solihull. One of the single biggest contributors of waste to CSWDC after Coventry, was Warwickshire County Council, who’s current contract was due to expire in 2016.

Given the already existing close links between Coventry, Solihull and Warwickshire, as well as the need to explore joint service delivery models to deliver greater efficiency, officers of all three authorities have been exploring closer arrangements for waste disposal and treatment.

The Cabinet had approved that, to make joint working on waste disposal become a reality, Warwickshire County Council be made a ‘C’ class shareholder in CWDC in exchange for a guaranteed tonnage input for the next twenty-five years. The ‘C’ class share would have no dividend rights for the holder, no liabilities and limited voting rights at the shareholders panel and board on specific matters relating to the control of the Company. In addition, the ‘C’ class share would also not have the ability to appoint its own director to the CSWDC board, unlike the existing primary shareholders. However, as board appointments are made by a joint elected member panel, the holder of the ‘C’ class share would have a right to be a member on this appointment panel.

Coventry’s appointed non-executive board member, David Wilson, had been in post since 1994 and received an annual salary plus travel expenses. With the introduction of Warwickshire as a ‘C’ class shareholder and recognising the post holders 20 years of service, it had been mutually agreed that he would step down at a convenient point during the summer 2014. The appointment of the Coventry non-executive board member was at the discretion of the City Council. It was proposed that, in order to bring the CSWDC board membership in line with other City Council owned arm’s length companies and to realise a saving, a new non-executive board member be appointed on the following basis:

- i) That a senior officer from the Resources Directorate is appointed to the non-executive director post for a fixed term of two years from the retirement of the existing post holder.
- ii) That the above appointment was made without the existing remuneration or expenses package, saving CSWDC c£20k per annum, which should then be passed back to the City Council through an increased dividend.
- iii) That the above arrangement be reviewed after the fixed term of office.

The City Council paid tribute David Wilson for his work for the Council and the Company and wished him a long and happy retirement.

**RESOLVED that the City Council note the retirement of David Wilson as Coventry City Council's non-executive director on the board of the Coventry and Solihull Waste Disposal Company, and approve the appointment of the Director of Resources (or his nominated substitute) as his replacement on a fixed term of two years and with no remuneration.**

#### **44. Establishment of Cabinet Committee – Children's Services**

Further to Minute 26/14 of the Cabinet, the City Council considered a report of the Executive Director, Resources, which detailed the establishment of a Cabinet Committee – Children's Services.

During 2013/14, the Council and its partners received a report into the Safeguarding Service which identified a number of areas where improvements were required. In addition, the Council was subject to an Ofsted inspection which highlighted a number of additional areas of concern with Children's Services.

To help address the issues raised in the Safeguarding and Ofsted reports, when setting its budget for 2014/15, the Council identified additional funding for the People Directorate to support the improvements within Children's Services.

When considering the budget proposals, the need for the close monitoring of spending against this additional funding by the Leader, Deputy Leader and relevant Cabinet Members was highlighted. In order to provide that monitoring and to enable any further specific recommendations arising from the monitoring position to be made, Cabinet had endorsed the establishment of a Cabinet Committee – Children's Services.

Appendix 1 of the report submitted set out the terms of reference and the membership for the Cabinet Committee – Children's Services.

Under the provisions of the Council's Constitution, the Leader must report any alterations to arrangements for the allocation of executive functions to the next available meeting of full Council. On that basis, the report was to be submitted to the Council meeting for information.

**RESOLVED that the City Council notes the establishment of the Children's Services Cabinet Committee, as required under the Council's Constitution and as outlined in Paragraph 5.2 of the report submitted.**

**45. Ricoh Arena Judicial Review**

The City Council considered a report of the Assistant Director Legal and Democratic Services and Monitoring Officer, which referred to the Judicial Review brought by Sky Blues Sports & Leisure Limited (and others) against the City Council and Arena Coventry Limited and the Alan Edwards Higgs Charity (as interested parties) and which was heard in the High Court in Birmingham between 10 and 12 June 2014. Mr Justice Hickinbottom handed down his judgment on 30 June 2014, dismissing the Claimant's application in its entirety and a copy of that judgement was appended to the report.

The Claimants had indicated that they would seek permission to appeal the decision. The report sought authorisation for Officers to defend an appeal in the event permission is granted.

**RESOLVED that the City Council authorise the Assistant Director for Legal and Democratic Services and Monitoring Officer, and Assistant Director Financial Management and Section 151 Officer to:**

- (1) Defend on behalf of the City Council any application submitted to Mr Justice Hickinbottom of the High Court for permission to appeal to the Court of Appeal**
- (2) Defend on behalf of the City Council any application to the Court of Appeal for permission to appeal if leave to appeal is refused by Mr Justice Hickinbottom**
- (3) Defend the appeal on behalf of the Council if permission to appeal to the Court of Appeal is granted**
- (4) Make any consequential applications considered necessary as a result of recommendations (1), (2) and (3)**
- (5) Update the ACL Shareholder Panel as appropriate on developments as to any appeal and estimates on future costs to be incurred**

**46. Question Time**

The following Members answered oral questions put to them by other Members as set out below, together with supplementary questions on the same matters:

<b>No</b>	<b>Question Asked By</b>	<b>Question Put To</b>	<b>Subject Matter</b>
1	Councillor Innes	Councillor Kershaw	Improved Ofsted Inspection results
2	Councillor Birdi	Councillor Maton	Building on the Green Belt

- |    |                       |                    |  |
|----|-----------------------|--------------------|--|
| 3  | Councillor Lepoidevin | Councillor Ruane   | Request to receive copies of relevant documentation in her role as Shadow Cabinet Member |
| 4. | Councillor Howells    | Councillor Kershaw | Cabinet Reshuffle - Education Secretary  |

47. **Statements**

**(a) Statement by the Cabinet Member (Children and Young People)**

The Cabinet Member (Children and Young People), Councillor Ruane, made a statement in respect of the “Children’s Services Improvement Plan”.

Councillor Lepoidevin responded to the statement.

**(b) Statement by the Leader**

The Leader of the Council, Councillor Lucas, made a statement in respect of her “The City’s Progress”.

Councillor Blundell responded to the statement.

48. **Debate – Local Plan**

Councillor Birdi moved the following Motion, which was seconded by Councillor Sawdon:

“When determining strategic housing needs and before publishing its local plan, Coventry City Council will:

- i) Consult with and take into consideration the views of all interested parties.
- ii) Engage with and give material consideration to Residents' Groups and local Parish Councils to ensure that their views are fairly represented in the plan.
- iii) Continue the principle of developing appropriate Brownfield sites before any urban sprawl into the Greenbelt.
- iv) Appreciate the significant difference between urban, semi-rural and rural living and have a differential policy regarding housing densities depending on their designation.
- v) Ensure that executive and aspirational housing developments (houses in the higher tax bands) are given priority because of the shortage of such housing stock in the City
- vi) Introduce a policy to support an Article 4 Direction to control on an area by area basis the number of Houses in Multiple Occupation (HIMOs)”

The following amendment was moved by Councillor Maton and seconded by Councillor Abbott and carried:

The amendment now to read:

“This Council notes that:

When determining strategic housing needs and before publishing its local plan, Coventry City Council will:

- i) Consult with and take into consideration the views of all interested parties.
- ii) Engage with all relevant groups to ensure that their views are fairly represented in the local plan.
- iii) Continue the principle of developing appropriate Brownfield sites wherever possible as an initial priority.
- iv) Ensure that there is a policy of housing for all because of the shortage of housing in the city.
- v) Explore the introduction of a policy to support an Article 4 direction on an area by area basis the number of HIMOs.

**RESOLVED that the amended Motion as outlined above, be adopted.**

#### **34. Debate – Yes to Homes**

Councillor Maton moved the following Motion which was seconded by Councillor Abbott:

“This Council notes that:

By supporting the Yes to Homes campaign we show that we are committed in Coventry to building more of the right type of homes, in the right place, at the right price to meet the increasing demand and need for our growing City.

It is vitally important we create more homes for local people to buy or rent. The city is facing a housing crisis, we have low wages and high house prices, 14,000 people on the waiting list, the population is growing faster than anywhere outside of London, and the cost of living is going up. People are finding it incredibly difficult to get on the housing ladder. We need to build more affordable homes, in particular so younger people can afford to move out of their parents' houses and live in a flat or house in their own city”.

An amendment was moved by Councillor Blundell and seconded by Councillor Sawdon, and, in accordance with the Constitution, accepted by Councillor Maton that the

following sentence be added as the last sentence of the motion: "In addition we all recognise the need for aspirational housing." The Motion now to read:

"This Council notes that:

By supporting the Yes to Homes campaign we show that we are committed in Coventry to building more of the right type of homes, in the right place, at the right price to meet the increasing demand and need for our growing City.

It is vitally important we create more homes for local people to buy or rent. The city is facing a housing crisis, we have low wages and high house prices, 14,000 people on the waiting list, the population is growing faster than anywhere outside of London, and the cost of living is going up. People are finding it incredibly difficult to get on the housing ladder. We need to build more affordable homes, in particular so younger people can afford to move out of their parents' houses and live in a flat or house in their own city. In addition we all recognise the need for aspirational housing."

**RESOLVED that the Motion be unanimously adopted.**

#### **50. Warwick District Council Local Plan – Publication Draft**

Further to Minute 24 of the Cabinet, the City Council considered a report of the Executive Director, Place, which set out a proposed response on behalf of the Council to Warwick District Council's new local plan.

Warwick District Council (WDC) published their local plan for a period of representations on the 15<sup>th</sup> May 2014. This ran for 6 weeks until 27<sup>th</sup> June 2014 in accordance with national Regulations relating to the submission of local plans. Given the timescales involved, officers had submitted an officer representation to WDC to ensure initial comments were provided. This representation was appended to the report submitted for endorsement.

The local plan set out the intended development proposals for Warwick district to 2029. Subject to the received representations, WDC intended to submit the plan to the Secretary of State later in the year.

The response had been prepared on behalf of the Council in its role as Local Planning Authority. It was noted that the development of the WDC local plan would have a knock on effect for Coventry's local plan, given the shared interest around the Coventry and Warwickshire Gateway, the University of Warwick and the Council's relationships in terms of the Local Enterprise Partnership, Strategic Economic Plan and City Deal. The key points proposed as part of the report submitted related to:

- i) Coventry's continued commitment to fulfilling the Duty to Co-operate and the Council's support for the proposed policy DS20, which commits WDC to supporting Coventry City Council in relation to meeting its housing needs should such a situation arise;

- ii) Support for WDC's plans to accommodate its objectively assessed housing needs within its own boundaries in accordance with the Coventry and Warwickshire Strategic Housing Market Assessment;
- iii) Continued support for the Coventry and Warwickshire Gateway proposals;
- iv) Continued support of the expansion plans at the University of Warwick; and
- v) Clarification of the Council's position with regards the proposed housing site at Howes Lane, east of Finham.

It was noted that, should the continued progression of the new Coventry Local Plan show that Coventry were unable to accommodate its own development needs within its own boundary then the City will require support from its neighbours to help deliver its needs, highlighting the importance of i) above.

Points iii) to v) above identified areas where development opportunities would be allocated or facilitated through policy adjacent to the City's southern boundary. As such, there was likely to be environmental impacts resulting from the development of Greenfield and Green Belt land, and additional pressures on Coventry's services with no additional income to the Council to pay for it. In contrast however, the Council would expect many of the increased demands its services, and associated implications, to be mitigated through improved infrastructure delivery. The Council also expected to see positive impacts in terms of job creation, growth in economic output and housing provision.

**RESOLVED that the City Council endorse the officer representations to Warwick District Council's New Local Plan – Publication Draft, as set out in appendix 1 of the report submitted.**

(Meeting closed at 4.45 pm)



<p><b>Council – 9<sup>th</sup> September 2014</b></p> <p><b>Recommendation from Cabinet</b></p> <p><b>5<sup>th</sup> August 2014</b></p>
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**Minutes of the meeting of Cabinet held at 2.00 pm. on 5<sup>th</sup> August 2014**

Present:

Members: Councillor A Lucas (Chair)  
Councillor P Townshend (Deputy Chair)  
Councillor F Abbott  
Councillor Maton  
Councillor A Gingell  
Councillor D Kershaw  
Councillor A Khan  
Councillor R Lancaster  
Councillor E Ruane

Deputy Cabinet  
Members Councillor K Caan  
Councillor D Chater  
Councillor C Fletcher  
Councillor J McNicholas

Non-Voting  
Opposition  
Members: Councillor A Andrews  
Councillor J Blundell

Other Members: Councillor Birdi  
Councillor Clifford  
Councillor Crookes  
Councillor Duggins  
Councillor Hetherton  
Councillor Noonan  
Councillor Sandy  
Councillor Thomas

Employees (by  
Directorate):

Chief Executives M Reeves (Chief Executive), J Forde

Place M Yardley (Executive Director), D Nuttall, G Simpson

People B Walsh (Executive Director)

Resources C West (Executive Director), C Forde, S Lal, J Murphy,  
M Salmon

**Public business**

**RECOMMENDATION**

**39. Formal Consultation in Respect of Further Staffing Reductions**

The Cabinet considered a report of the Executive Director, Resources, that would also be considered at the meeting of the Council on 9th September 2014, which sought approval for staff reductions through a further round of Early Retirement/Voluntary Redundancy (ER/VR).

Since 2010 the Council had undertaken a significant savings exercise across the organisation in response to on-going reductions in Government funding. Savings were initially mainly focused on back office and support services, through reducing senior management posts and merging directorates and by identifying more efficient ways of delivering services. More recently, as back office efficiencies had become harder to find, front line services were being affected.

By 2016 Coventry would have had its government funding cut by nearly a half since 2010 and further, significant savings would be needed across services. The current estimate was that additional savings of approximately £60million a year would be needed to be implemented by 2017/18. This meant that the Council would be a smaller organisation in the future. By introducing more efficient and flexible ways of working the Council aimed to deliver better value for residents with less bureaucracy and red tape – and fewer employees.

Since 2010 the Council had undertaken three rounds of ER/VR which had directly resulted in some 1,000 staff deciding they wanted to leave the organisation and ensuring the number of compulsory redundancies had been kept to a minimum. In order to minimise the risk of future compulsory redundancies it was proposed to consult with trade unions and staff on a further reduction in posts with a view to launching a further round of ER/VR, and to remove some aspects of the earlier rounds which may have reduced take up of the offer by staff.

The Council's human resources and financial strategies indicated that it needed to plan on the basis of losing a further 1,000 posts over the medium term. The report proposed that initial financial provision was made to fund up to 500 of these through ER/VR decisions over the course of the next year or so, at which point the impact of this initial phase would be reviewed. The Cabinet requested that Voluntary Redundancy and Enforced Redundancy figures to be made available to all Members of the Cabinet.

**RESOLVED that the Cabinet:**

- 1) In view of the staffing and budget implications as set out in the report, approves the commencement of consultation and implementation of the following management proposals:**

- a) **The launch and implementation of a voluntary redundancy programme. During the consultation period the Council will invite applications from employees who are interested in taking ER/VR.**
  - b) **To agree to the changes to the programme outlined in this report designed to encourage take up.**
  - c) **To retain – for the present - despite the financial pressures facing the Council, the traditional enhancement to voluntary redundancy payments which the Council offers (approximately 50% enhancement) to help maximise take up of the Scheme.**
  - d) **To introduce a policy to ensure when an individual leaves the organisation through VR or ER, they will not be re-employed or engaged on a consultancy basis, other than in exceptional circumstances which will need to be approved by the relevant Director and the Assistant Director for Human Resources, in consultation with the Cabinet Member (Strategic Finance & Resources).**
  - e) **Undertake a further review of all management and supervisory posts in the Council to ensure the minimum number of managers and supervisors appropriate for the service area; the report with their proposals to be considered by the Cabinet Member (Strategic Finance & Resources).**
- 2) **Recommend that Council approves the virement of additional resources of £7.2m as identified in section 5.1 of the report to add to existing budgets of £5.3m to fund redundancy and early retirement costs.**

**Council is requested to:**

- 1) **Approve the virement of additional resources of £7.2m as identified in section 5.1 of the report to add to existing budgets of £5.3m to fund redundancy and early retirement costs.**

(Meeting finished at 5.20 p.m.)

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Cabinet  
Council

5 August 2014  
9 September 2014

**Name of Cabinet Member:**

Cabinet Member (Strategic Finance & Resources) – Councillor D Gannon

**Director Approving Submission of the report:**

Executive Director, Resources

**Ward(s) affected:**

All

**Title:**

Formal Consultation in Respect of Further Staffing Reductions

---

**Is this a key decision?**

Yes - The proposals within the report have financial implications in excess of £1m.

---

**Executive Summary:**

Since 2010 the Council has undertaken a significant savings exercise across the organisation in response to on-going reductions in Government funding. Savings were initially mainly focused on back office and support services, through reducing senior management posts and merging directorates and by identifying more efficient ways of delivering services. More recently, as back office efficiencies have become harder to find, front line services are being affected.

By 2016 Coventry will have had its government funding cut by nearly a half since 2010 and further, significant savings will be needed across services. The current estimate is that additional savings of approximately £60million a year will need to be implemented by 2017/18. This means that the Council will be a smaller organisation in the future. By introducing more efficient and flexible ways of working the Council aims to deliver better value for residents with less bureaucracy and red tape – and fewer employees.

Since 2010 the Council has undertaken three rounds of Early Retirement/Voluntary Redundancy (ER/VR) which has directly resulted in some 1,000 staff deciding they wanted to leave the organisation and ensuring the number of compulsory redundancies has been kept to a minimum.

In order to minimise the risk of future compulsory redundancies it is proposed to consult with trade unions and staff on a further reduction in posts with a view to launching a further round of ER/VR, and to remove some aspects of the earlier rounds which may have reduced take up of the offer by staff.

The Council's human resources and financial strategies indicate that it needs to plan on the basis of losing a further 1,000 posts over the medium term. This report proposes that initial financial provision is made to fund up to 500 of these through ER/VR decisions over the course of the next year or so at which point the impact of this initial phase will be reviewed.

**Recommendations:**

**Cabinet is recommended to:**

1. In view of the staffing and budget implications as set out in the report, approve the commencement of consultation and implementation of the following management proposals:
  - a) The launch and implementation of a voluntary redundancy programme. During the consultation period the Council will invite applications from employees who are interested in taking ER/VR;
  - b) To agree to the changes to the programme outlined in this report designed to encourage take up.
  - c) To retain – for the present - despite the financial pressures facing the Council, the traditional enhancement to voluntary redundancy payments which the Council offers (approximately 50% enhancement) to help maximise take up of the scheme.
  - d) To introduce a policy to ensure when an individual leaves the organisation through VR or ER, they will not be re-employed or engaged on a consultancy basis, other than in exceptional circumstances which will need to be approved by the relevant Director and the Assistant Director for HR in consultation with the Cabinet Member (Strategic Finance & Resources).
  - e) Undertake a further review of all management and supervisory posts in the Council to ensure the minimum number of managers and supervisors appropriate for the service area; the report with their proposals to be considered by the Cabinet Member (Strategic Finance & Resources)
2. Recommend to full Council that it approves the virement of additional resources of £7.2m as identified in section 5.1 of the report to add to existing budgets of £5.3m to fund redundancy and early retirement costs.

**Council is recommended to:**

Approve the virement of additional resources of £7.2m as identified in section 5.1 to add to existing budgets of £5.3m to fund redundancy and early retirement costs.

**List of Appendices included:**

Appendix 1 exempted posts

**Other useful background papers:**

None

**Has it been or will it be considered by Scrutiny?**

No

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

No

**Will this report go to Council?**

Yes - 9<sup>th</sup> September 2014

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**Report title:  
Formal Consultation in Respect of Further Staffing Reductions**

**1. Context (or background)**

- 1.1 As a result of continuing cuts in public sector spending, the Council is required to make further significant financial savings, currently estimated at £60m pa by 2017/18. As a large proportion of Council spend (around 60%) goes on its pay bill, it is clear that it will not be possible to set a balanced budget without a further significant reduction in the number of Council employees.
- 1.2 Every effort is continuing to be made to identify non-staff cost reductions, including further reviews of services, a vacancy freeze (allowing recruitment only to the most essential posts) and minimising the use of agency staff. However, all of these measures will not generate enough savings to enable the Council to balance its budget in the coming years. As employee costs are the Council's biggest expenditure, there is no alternative but to propose a further reduction of post numbers to contribute to the overall saving. Estimates at this stage indicate that a planning assumption of around 1,000 posts should be used to guide human resource and financial strategies over the next year.

**2. Options considered and recommended proposal**

- 2.1 When an employer is proposing to dismiss as redundant 100 or more employees in a 90 day period, in accordance with *S188 of the Trade Union and Labour Relations (Consolidation) Act 1992, (as amended)* the Council is required to enter into a formal minimum consultation period of 45 days. The consultation will propose the redundancies be managed through a voluntary redundancy programme to commence on 15<sup>th</sup> September 2014
- 2.2 Voluntary Redundancy Programme (VRP)
- 2.2.1 The VRP will be open to permanent and temporary council employees with more than two years' service except in those areas where it has been deemed that posts cannot be deleted at the present time, listed at Appendix 1. This category of exempted posts will be limited to areas where the Council clearly needs to continue to recruit and it is not possible to delete posts through redundancy.
- 2.2.2 The existing 'bumped redundancy list' will be closed and where possible those employees currently on the bumped list will be released on VR. Broadly, all posts not on the list in Appendix One can be released.
- 2.2.3 As the reason for dismissal would be redundancy, employees with two years or more local government service are entitled to a redundancy payment in line with the Council's redundancy payment scheme. Where applicable, for employees aged 55 years or over and who are in the pension scheme, early retirement benefits will be released. The Council's redundancy payment scheme currently provides enhanced redundancy payments of approximately 50% for employees which will need to be reviewed to assess viability of sustaining such enhancements for the future.
- 2.2.4 Employees are currently entitled to receive a redundancy payment with the option of:
- a payment equivalent to 1.5 times the entitlement to statutory redundancy weeks, or
  - a payment equivalent to statutory redundancy weeks plus a 6 week lump sum based on current salary levels

- 2.2.5 The VRP will be open for a 4 week window following which the Council can take stock and re-open the VRP subsequently if necessary. The window will open on 15 September 2014 and close on 13 October 2014.
- 2.2.6 The expression of interest in voluntary redundancy from an employee will not imply any commitment on either part.
- 2.2.7 The application for VR/ER will be made by an interested employee direct to the HR service – line management approval is not required, although employees will be encouraged to discuss their application with managers
- 2.2.8 At the end of the application window, all VR applications will initially be sent to each Executive Director for review. The assumption will be that all applications not on the exempt list will be approved, unless there is an overriding and exceptional operational reason why it cannot be approved. Once each Executive Director has compiled a list of the applications they recommend should be approved or rejected, along with their reasoning, proposals will go to Strategic Management Board (SMB) for final moderation and approval. Employees who have applied for VR will then be informed whether or not they have approval to leave the organisation on voluntary redundancy grounds.
- 2.2.9 It is anticipated that those granted voluntary redundancy will leave the organisation no later than 31st March 2015. Once a person has taken voluntary redundancy, they will not be permitted to work for the Council again in any paid capacity (including via an agency or consultancy), other than in exceptional circumstances to be approved by the relevant Director and the Assistant Director responsible for HR. This restriction does not apply to anyone who is made compulsorily redundant.
- 2.2.10 The following criteria will be used to consider individual applications for voluntary redundancy:
- Can the post be deleted?
  - Is there a recurring financial saving as a result of the job being deleted?
  - If not, can an individual be transferred into the post from another post which then can be deleted or deliver a saving
- The default position is that applications will be approved unless there is an overriding reason for a Director to reject it.
- 2.2.11 Employees will not be given any guarantees nor should they assume that they may take voluntary redundancy until the necessary formal approvals have been given in writing.
- 2.2.12 There is no guarantee that voluntary redundancy requests will be granted. The Council's decision is final – there is no right of appeal against a decision by the Council not to accept an employee's request for voluntary redundancy.
- 2.2.13 Once an application for voluntary redundancy has been approved, it cannot be subsequently withdrawn.
- 2.2.14 Where a request for voluntary redundancy cannot be accepted due to service needs, consideration will be given to covering the post by transferring resource from elsewhere in the service/organisation where possible and therefore allowing the individual to take redundancy. Those employees who are redeployed will be provided with relevant training and skills development to support them to undertake any new roles.

2.2.15 If too many people from one job group apply for VR which could result in that service being unable to function and it becomes necessary to choose between multiple applications, the proposal is that the Council's usual selection criteria for redundancy selection will apply:

- Qualification/s – only if essential to the job
- Sickness absence
- Disciplinary record
- Performance

2.2.16 Exact numbers of post reductions cannot be accurately predicted at this stage. As many employees work part-time, the potential saving for each one requesting VR will vary. Current estimates have used an initial medium term planning assumption that would require a reduction in the workforce of approximately 1,000 fte posts. However, it is anticipated that this workforce reduction will also be achieved by allowing those employees on the existing bumped redundancy list to leave on VR, the deletion of some existing vacant posts and taking account of expected staff turnover. This is very likely to reduce the number of employees required to leave through redundancy by several hundred, although a more accurate figure will not be available until the process is well advanced.

### **3. Results of consultation undertaken**

3.1 Initial discussion has been undertaken with the trade unions in respect of the potential proposal for a VRP. They are also aware of the potential for some non-statutory services to undergo substantial re-structuring or even to cease operation. Formal consultation will commence once political approval has been given to these proposals.

### **4. Timetable for implementing this decision**

4.1 There will be a minimum 45 day formal consultation period under S188 of the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended) to signal that we are considering making redundancies. In addition, all non-schools employees will be notified of these proposals following the Cabinet decision. The 45 day period will commence on 8 August 2014 and end on 22 September 2014.

4.2 In parallel to the Consultation process employees will be invited to apply for VR, with a closing date of 13 October 2014. Decisions by Senior Management Board will be made by the end of October 2014.

### **5. Comments from Executive Director, Resources**

5.1 Financial implications

The financial circumstances behind this report and the financial implications of the recommended option are based on relatively broad financial planning assumptions. These assumptions, that will need to be crystallised over the coming months, include:

- The overall size of future budget gaps that face the City Council
- The level of savings that will need to be found from employee reductions
- The level of turnover that will occur within the workforce irrespective of any further ER/VR initiative
- The level of savings and the level of ER/VR costs that will result from a specific number of individual ER/VR decisions.

In order to implement the proposed option it is necessary to estimate and set aside financial provision to fund up to 500 ER/VR decisions that will result from an initial ER/VR exercise. A financial planning estimate is that this will result in a cost of approximately £12.5m based on average cost of £25,000 per individual. It is proposed that the following financial resources are earmarked to fund these costs: £5.3m from resources within existing budgets and reserves and £7.2m of other resources.

	£m	£m
Existing ER/VR Annual Revenue Budget	2.5	
Current ER/VR Reserve	2.8	
<b>Existing Resources</b>		<b>5.3</b>
Contribution from 2014/15 Quarter 1 Budgetary Control Position	3.0	
Review Existing 2014/15 Budgets (City Centre Income Loss and Leisure facilities)	2.0	
Review of Other Reserves	2.2	
<b>Proposed Virement</b>		<b>7.2</b>
<b>Total</b>		<b>12.5</b>

Given the medium term nature of the need to continue to identify further post - reductions, it is possible although unlikely that ER/VR applications to a greater cost than the financial provision set aside above could be accepted within 2014/15. If the overall envelope of resources looks like it may be exceeded then this will be the subject of a further report to Cabinet or incorporated within the 2014/15 budgetary control process.

## 5.2 Legal implications

Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires that the Council undertakes a formal consultation lasting a minimum of 45 days when it proposes to make more than 100 employees redundant in a 90 day period. The proposals within this report will ensure this legal obligation is met.

Under the Council's Constitution, any proposal to vire more than £1.5m from one or more budget heads to another requires the approval of full Council. As the proposal here is to vire £7.2m, it must be approved by full Council. The power to appoint staff and to determine the terms and conditions on which they hold office (including procedures for their dismissal) is also, by law, a Council function. However, the procedures which Cabinet are asked to approve in this report do not relate to these matters and so can be determined by Cabinet.

**6. Other implications**

**6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**

These proposals will contribute to the delivery of balanced budgets for the period 2015/16 to 2017/18.

**6.2 How is risk being managed?**

There will be an impact on the organisation due to a significant reduction in staffing levels. Any approvals for voluntary redundancy will be determined by Executive Directors.

**6.3 What is the impact on the organisation?**

These proposals will contribute to balancing the 2015/16 budget and beyond. It continues the Council's transformation of services through the delivery of a new organisational model which is leaner, more efficient and fit for purpose in meeting the Council's statutory and political imperative.

**6.4 Equalities / EIA**

An Equality Impact Assessment has (not yet) been undertaken on the potential impact of the VRP. The equality impact upon the organisation will be determined by the employees who wish to access the VRP. However, the Council is aware of the need to be alert to issues of age, disability, ethnicity, sexual orientation and gender discrimination. Approvals for voluntary redundancy will be granted on objective selection criteria. Data on uptake and approval will be monitored to identify whether any equality impact is arising from the process.

**6.5 Implications for (or impact on) the environment**

None

**6.6 Implications for partner organisations?**

None

**Report author(s):****Name and job title:**

Chris West,  
Executive Director, Resources

**Directorate:**

Resources

**Tel and email contact:**

Tel: 024 7683 3700

E-mail: [Chris.West@coventry.gov.uk](mailto:Chris.West@coventry.gov.uk)

Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Shokat Lal	Assistant Director, Human Resources & Workforce Services	Resources	11/07/14	14/07/14
Fran Collingham	Assistant Director, Communications	Chief Executives	09/07/14	10/07/14
Paul Jennings	Finance Manager	Resources	07/07/14	09/07/14
Jaz Bilen	Human Resources Business Partner	Resources	02/07/14	11/07/14
Marion O'Brien	Human Resources Business Partner	Resources	10/07/14	11/07/14
Carol Bradford	Locum Legal Officer	Resources	11/07/14	14/07/14
Philip Johnson	Senior Human Resources Advisor	Resources	02/07/14	08/07/14
Lara Knight	Governance Services Team Leader	Resources	16/07/14	16/07/14
<b>Names of approvers for submission: (officers and Members)</b>				
Paul Jennings	Finance Manager	Resources	07/07/14	09/07/14
Christine Forde	Assistant Director Legal & Democratic Services	Resources		
Chris West	Executive Director	Resources	11/07/14	14/07/14
Councillor D Gannon	Cabinet Member (Strategic Finance and Resources)	-	15/07/14	15/07/14

This report is published on the council's website: [www.coventry.gov.uk/councilmeetings](http://www.coventry.gov.uk/councilmeetings)

## Appendix 1

### List of Posts Exempt from ER/VR Round 4

<b>Directorate</b>	<b>Posts Exempt</b>
Chief Executive's/Public Health	None
People	Social Workers Court Based Assessment Service Occupational therapists Children and family first service Independent Reviewing Officers/ Safeguarding Conference Chairs Adult Education Educational Psychologists SEN Education case officers Specialist teachers holding mandatory (DfE required) qualifications in sensory impairment Coventry Education Improvement Partners
Place	Drivers, Collectors, Senior Crew Members, Supervisors – Domestic Waste & Commercial Waste Grave Digger & Cemetery Operative Crematorium Operative Funeral Co-ordinators Workshop Assistants (Fleet) Workshop Supervisors (Fleet) Fleet Technicians
Resources	Childcare Lawyers – Legal & Democratic Services

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<p style="text-align: center;"><b>Council – 9<sup>th</sup> September 2014</b></p> <p style="text-align: center;"><b>Recommendation from Cabinet</b></p> <p style="text-align: center;"><b>5<sup>th</sup> August 2014</b></p>
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**Minutes of the meeting of Cabinet held at 2.00 pm. on 5<sup>th</sup> August 2014**

Present:

Members: Councillor A Lucas (Chair)  
Councillor P Townshend (Deputy Chair)  
Councillor F Abbott  
Councillor Maton  
Councillor A Gingell  
Councillor D Kershaw  
Councillor A Khan  
Councillor R Lancaster  
Councillor E Ruane

Deputy Cabinet Members: Councillor K Caan  
Councillor D Chater  
Councillor C Fletcher  
Councillor J McNicholas

Non-Voting Opposition Members: Councillor A Andrews  
Councillor J Blundell

Other Members: Councillor Birdi  
Councillor Clifford  
Councillor Crookes  
Councillor Duggins  
Councillor Hetherton  
Councillor Noonan  
Councillor Sandy  
Councillor Thomas

Employees (by Directorate):

Chief Executives M Reeves (Chief Executive), J Forde

Place M Yardley (Executive Director), D Nuttall, G Simpson

People B Walsh (Executive Director)

Resources C West (Executive Director), C Forde, S Lal, J Murphy, M Salmon

**Public business**

**RECOMMENDATION**

**40. Coventry Sports Strategy 2014-2024**

The Cabinet considered a report of the Executive Director, Place, that was also being submitted to the meeting of the Council on 9<sup>th</sup> September 2014, which sought approval for a City-wide Partnership Sports Strategy, the 'Coventry Sports Strategy 2014-2024'. The report and its associated appendices, detailed the outcomes of the public consultation and the identified impacts of its key proposals through consideration of the Equality and Consultation Analysis for the Strategy.

The proposed Strategy's stated mission was 'To develop a more active, inclusive and vibrant Coventry through positive experiences in sport' and was structured around eight Vision Aims and 37 Strategic Objectives, which had been refined through an extensive period of stakeholder engagement and public consultation. Included within these were objectives concerned with increasing and widening participation in sport; increasing the number of people receiving sports coaching; increasing the number of people volunteering in sport; establishing and embedding a Coventry Institute of Sport that provided early specialist support services for talented athletes; developing City Centre sports facilities that were accessible, high quality, sustainable and of significance to the Midlands (proposed through closing the Coventry Sports and Leisure Centre and investing in a City Centre destination facility); attracting high profile sporting events to the City; establishing a Coventry Sports Network; and harnessing the power of sport to promote community cohesion and address public health inequalities in the City.

The Strategy was influenced and supported by the proposed Coventry Playing Pitch Strategy 2014-2024, for which approval was also sought. The Strategy was further supported by the proposed Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatics Strategy 2014-2024, for which approval would be sought in the 'City Centre Sports and Public Leisure Facility Development' Report, also being submitted to Cabinet (minute 41 below refers), which specifically addressed and made proposals for future City Centre public sports and leisure provision.

At a Joint Meeting of Cabinet Members (Business, Enterprise and Employment) and (Culture, Leisure, Sports and Parks) on 23<sup>rd</sup> July 2014 (their minutes 3/14 and 4/14 refers) three petitions were considered relating to proposals within the draft Sports Strategy 2014-2024 linked to public sports and leisure provision, as follows:

- an e-petition regarding a campaign to keep a 50m swimming pool in Coventry (containing 3,966 signatures at 23rd July 2014)
- a written petition requesting that the Council retain a 50m swimming pool in Coventry (containing 7,333 signatures at 23rd July 2014)
- an e-petition regarding a campaign to help develop competitive gymnastics sports in Coventry (containing 29 signatures at 23rd July 2014)

The Cabinet Members approved reviews of specific considerations, including expressed concerns regarding obesity associated with health and fitness issues, Olympic legacy and the reputation of the City, in the Sports Strategy

2014-2024 Report and in the City Centre Sports and Public Leisure Facility Development Report.

**RESOLVED that the Cabinet:**

- 1) Approves the Coventry Sports Strategy 2014-2024**
- 2) Approves the Coventry Playing Pitch Strategy 2014-2024**
- 3) Recommends that the Council endorses the Coventry Sports Strategy 2014-2024 and the mission, vision, aims and strategic objectives contained therein.**

**Council is requested to:**

- 1) Endorse the Coventry Sports Strategy 2014-2024 and the mission, vision, aims and strategic objectives contained therein.**

(Meeting finished at 5.20 p.m.)

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Cabinet  
Council

5 August 2014  
9 September 2014

**Name of Cabinet Member:**

Cabinet Member (Culture, Leisure, Sports and Parks) – Councillor Abdul Salam Khan

**Director Approving Submission of the report:**

Executive Director, Place

**Ward(s) affected:**

All Wards

**Title:**

Coventry Sports Strategy 2014 - 2024

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**Is this a key decision?**

Yes - This key decision concerns the provision and approval of a sports strategy for the City of Coventry, which it is anticipated will have a marked effect on communities living across all Wards in the City.

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**Executive Summary:**

Approval is sought for a City-wide, partnership sports strategy – the ‘Coventry Sports Strategy 2014-2024’ (the Strategy). This report (and its associated appendices) deals with the outcomes of the public consultation on the Strategy and the identified impacts of its key proposals through consideration of the Equality and Consultation Analysis for the Strategy.

The proposed Strategy’s stated mission is ‘To develop a more active, inclusive and vibrant Coventry through positive experiences in sport’.

The proposed Strategy is structured around eight Vision Aims and 37 Strategic Objectives, which have been refined through an extensive period of stakeholder engagement and public consultation. Included within these are objectives concerned with increasing and widening participation in sport; increasing the number of people receiving sports coaching; increasing the number of people volunteering in sport; establishing and embedding a Coventry Institute of Sport that provides early specialist support services for talented athletes; developing City Centre sports facilities that are accessible, high quality, sustainable and of significance to the Midlands (proposed through closing the Coventry Sports and Leisure Centre and investing in a City Centre destination facility); attracting high profile sporting events to the City; establishing a Coventry Sports Network; and harnessing the power of sport to promote community cohesion and address public health inequalities in the City.

The proposed Strategy is influenced and supported by the proposed Coventry Playing Pitch Strategy 2014-2024, for which approval is also sought. The Strategy is also supported by the proposed Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatics Strategy 2014-2024, for which approval will be sought in the 'City Centre Sports and Public Leisure Facility Development' Cabinet Report, which specifically addresses and makes proposals for future City Centre public sports and leisure provision.

On 23 July 2014, a Joint Meeting of Cabinet Members (Business, Enterprise and Employment) and (Culture, Leisure, Sports and Parks) heard three petitions relating to proposals within the draft Sports Strategy 2014-2024 linked to public sports and leisure provision, as follows:

- (i) an e-petition regarding a campaign to keep a 50m swimming pool in Coventry (containing 3,966 signatures on 23 July 2014)
- (ii) a written petition requesting that the Council retain a 50m swimming pool in Coventry (containing 7,333 signatures on 23 July 2014)
- (iii) an e-petition regarding a campaign to help develop competitive gymnastics sports in Coventry (containing 29 signatures on 23 July 2014)

Specific considerations (including expressed concerns regarding obesity associated with health and fitness issues, Olympic legacy and the reputation of the City) were approved for review in the Coventry Sports Strategy 2014-2024 and the City Centre Sports and Public Leisure Facility Development reports being considered by Cabinet on 5th August 2014.

#### **Recommendations:**

Cabinet is requested to:

1. Approve the Coventry Sports Strategy 2014-2024
2. Approve the Coventry Playing Pitch Strategy 2014-2024

Council is requested to:

1. Endorse the Coventry Sports Strategy 2014-2024 and the Mission, Vision Aims and Strategic Objectives contained therein

#### **List of Appendices included:**

1. Coventry Sports Strategy 2014 - 2024: Aims and Objectives
2. Coventry Sports Strategy 2014 – 2024: Report on the stakeholder and public consultation
3. Coventry Sports Strategy 2014-2024: Equality and Consultation Analysis

#### **Background Papers**

None

#### **Other useful documents:**

In addition to those papers incorporated within the appendices above, the following useful papers are posted for reference on the Coventry Sports Strategy website, at the following link: <http://www.covsport.org.uk> -

- Coventry Sports Strategy 2014-2024
- Coventry Playing Pitch Strategy 2014-2024
- Coventry Indoor Facilities Strategy 2014-2024
- Coventry Aquatics Strategy 2014-2024
- Cabinet Paper – City Centre Sports and Public Leisure Facility Development (Coventry City Council, 5 August 2014)
- Joint Cabinet Member Meeting Report – Petition – Retention of a 50 Metre Swimming Pool in Coventry (Coventry City Council, 23 July 2014)
- Joint Cabinet Member Meeting Report – Petition – Gymnastics Campaign for the Children of Coventry (Coventry City Council, 23 July 2014)
- Cabinet Paper – Public Leisure Facility Re-Provisioning for the North East of Coventry (Coventry City Council, 5<sup>th</sup> March 2013)
- Coventry Sports and Leisure Report (Coventry City Council, November 2012)
- Coventry Sports and Leisure Survey 2012 – Survey Template (Coventry City Council, June 2012)
- Cabinet Paper – Public Leisure Services and Facility Re-Provisioning (Coventry City Council, 3<sup>rd</sup> January 2012)
- Cabinet Paper – Public Sports and Leisure Provision (Coventry City Council, 19<sup>th</sup> July 2011)

**Has it been or will it be considered by Scrutiny?**

No

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

No

**Will this report go to Council?**

Yes – 9<sup>th</sup> September 2014

## **Report title: Coventry Sports Strategy 2014-2024**

### **1. Context (or background)**

- 1.1 In July 2011, Cabinet approved collaborative working with Coventry Sports Trust (CST) and Coventry Sports Foundation (CSF) to identify a new vision for public sports and leisure provision in the city, involving both operational and facility stock reviews. As a consequence of this collaborative working, in April 2012, CSF assumed a consultative management responsibility for the service provision of CST.
- 1.2 Alongside this review of public leisure service provision, work to develop the Coventry Sports Strategy 2014 - 2024 (the Strategy) started with a detailed review of current sporting provision in the city. The findings of this initial desk-top review were considered, taking into account various local, regional and national strategies.
- 1.3 In 2012, local people were asked to take part in the Coventry Sports and Leisure Survey. The survey attracted 1,532 responses and provided valuable insight into which sports were enjoyed by people in Coventry, where they took part in these sports and their satisfaction with local facilities.
- 1.4 Assessments of the city's indoor sports facilities and outdoor playing pitches were also carried out. These assessments provided a detailed picture of current indoor and outdoor sports provision in Coventry, showing the number, location, quality and use of the city's indoor facilities and outdoor pitches.
- 1.5 Discussions with key stakeholders and partners (through a series of stakeholder workshops and consultation events) further informed and shaped the proposed Strategy, until a Mission Statement, eight Vision Aims and 37 supporting Strategic Objectives emerged.
- 1.6 The proposed Strategy's stated mission is as follows:

"To develop a more active, inclusive and vibrant Coventry through positive experiences in sport"
- 1.7 The proposed Strategy's eight Vision Aims are as follows:
  1. To inspire more people in the city to take up and regularly take part in sport
  2. To provide a wide range of high quality and exciting sporting opportunities and experiences
  3. To inspire more people to volunteer, coach and be facilitators of sport
  4. To identify and support talented athletes to reach their sporting potential
  5. To provide a range of modern, accessible, and high-quality sports facilities
  6. To attract high-profile sporting events to the city and to celebrate sporting achievement
  7. To grow and promote sport in the city through effective partnerships
  8. For sport to make Coventry a better place to live, work and visit
- 1.8 In the interests of brevity, the proposed Strategy's 37 Strategic Objectives are not individually listed in this report, but are presented within Appendix 1: Coventry Sports Strategy 2014-2024: Aims and Objectives and may also be viewed in full at



www.covsport.org.uk. These Strategic Objectives include a number specifically concerned with:

- (i) increasing and widening participation in sport
- (ii) increasing the number of people receiving sports coaching
- (iii) increasing the number of people volunteering in sport
- (iv) establishing and embedding a Coventry Institute of Sport (to provide early specialist support services for talented athletes)
- (v) developing city centre sports facilities that are accessible, high quality, sustainable and of significance to the Midlands (through closing the Coventry Sports and Leisure Centre and investing in a city centre destination facility)
- (vi) attracting high profile sporting events to the city
- (vii) establishing a Coventry Sports Network
- (viii) harnessing the power of sport to promote community cohesion and address public health inequalities in the city

1.9 In February 2014, the proposed 'Coventry Sports Strategy 2014 - 2024' was formally launched for a period of public consultation ending 24 March 2014, along with the following key documents, which informed the proposed Strategy:

- (i) Draft 'Coventry Indoor Facilities Assessment Report'
- (ii) Draft 'Coventry Indoor Facilities Strategy 2014-2024'
- (iii) Draft 'Coventry Aquatics Strategy 2014-2024'
- (iv) Draft 'Coventry Playing Pitch Strategy Assessment Report'
- (v) Draft 'Coventry Playing Pitch Strategy Vision Paper'

1.10 During the above period of consultation, a petition (containing 7,333 signatures on 23 July 2014) was submitted to the Council, along with an e-petition (containing 3,966 signatures on 23 July 2014), both expressing opposition to the loss of a 50m pool in Coventry. A further petition regarding a campaign to help develop competitive gymnastics sports in Coventry (containing 29 signatures on 23 July 2014) was also submitted. These three petitions were considered at a Joint Meeting of Cabinet Member (Business, Enterprise and Employment) and Cabinet Member (Culture, Leisure, Sports and Parks) on 23 July 2014 who agreed:

#### 50m swimming pool petitions

- (i) To consider the two petitions, the submission from the City of Coventry Swimming Club (COCSC) and the matters raised by the petitioners.
- (ii) To instruct the Executive Director, Place on key considerations including concerns regarding obesity associated with health and fitness issues, Olympic legacy and the reputation of the City to be reviewed and considered in the Coventry Sports Strategy 2014-2024 and the City Centre Sports and Public Leisure Facility Development reports being considered by Cabinet on 5<sup>th</sup> August 2014.

#### Gymnastics petition

- (i) To acknowledge the petition and to ensure officers consider gymnastics development as part of the wider Coventry Sports Strategy and the associated Indoor Facilities Strategy.

- (ii) To review the information contained within the Indoor Facilities Assessment report regarding gymnastics provision and review provisions within the Indoor Facilities Strategy to ensure the future facility needs for gymnastics in the city are adequately and appropriately addressed based on proven demand.
- (iii) To request the Executive Director, Place to approach British Gymnastics the National Governing Body (NGB) with a view to developing a city wide implementation plan for the sport across the city in partnership with the gymnastics clubs and other stakeholders.
- (iv) To agree that where facility programming impacts on gymnastic club facility usage, the Executive Director, Place works with the gymnastics club(s) to secure alternative sports hall provision.

## **2. Options considered and recommended proposal**

### *Option 1 - No Sports Strategy (Not recommended)*

- 2.1 It is over ten years since Coventry last had an approved partnership strategy for the development of sport in the city. The absence of an approved Sports Strategy limits the ability of key agencies (including the City Council) to articulate a clear vision and set of priorities for the coherent development of sport in the city. It is also an expressed requirement of key agencies such as Sport England that applicants for significant levels of grant funding must be able to demonstrate a strategic rationale for their application – for example, a “review of a local authority’s sports facility stock that identifies this project as a top priority” (Sport England – Inspired Facilities Guide). For this reason, particularly within a climate where there is reduced and finite resources available to local authorities for sport and public leisure, continuing without a strategy that sets principles and priorities for the development of sport is not recommended.

### *Option 2 – Approve a Ten-Year Partnership Sports Strategy (Recommended)*

- 2.2 Approving a partnership Sports Strategy for Coventry will confirm the strategic direction and priorities for sport in the city – developing a more active, inclusive and vibrant Coventry through positive experiences in sport. Approving the Strategy will further show recognition of the wide range of benefits that sport and active recreation can bring to both individuals and communities.
- 2.3 Early drafts of the Strategic Objectives for the Strategy included 48 objectives, which through the periods of stakeholder consultation were refined to the 37 that are now proposed.
- 2.4 Within the Strategy, in response to early survey and consultation findings, clear emphasis has been placed on the importance of investing in modern and accessible public leisure facilities. In order to deliver this for the city, within a climate where there are reduced and finite national resources available for local authorities, an innovative and sustainable funding model is required. It is proposed in the Strategy that money previously used to subsidise ageing facilities (such as Foleshill Sports and Leisure Centre and Coventry Sports and Leisure Centre) can be better used to build new and more sustainable facilities, such as those currently being built at Centre AT7 and those proposed for the city centre in the Coventry Indoor Facilities Strategy 2014-2024
- 2.5 In accordance with this emphasis, it was the proposals for the new city centre public leisure provision that drew the most comment from the public consultation. These proposals (along with the Coventry Indoor Facilities Strategy 2014 – 2024 and the Coventry Aquatics Strategy 2014 - 2024) will be considered in the ‘City Centre Sport and Public Leisure Facility Development’ Cabinet Report dated 5 August 2014.

### **3. Results of consultation undertaken**

#### Coventry Sports and Leisure Survey (2012)

- 3.1 Public consultation to inform the early development of the Strategy was undertaken through the city-wide Coventry Sport and Leisure Survey, between 25 June 2012 and 26 August 2012. A total of 1,532 completed surveys were received from across the city.
- 3.2 Extensive desktop research and analysis was undertaken in order to consider the findings from the above survey within the context of wider data. This exercise incorporated a review of local health and wider research data, future city strategic priorities, sporting priorities for National Governing Bodies of Sport (NGBs), and Sport England Active People Survey and Market Segmentation data. The results of the Coventry Sports and Leisure Survey and the desk top research were first published in 2013, and a detailed paper outlining these findings can be viewed at [www.covsport.org.uk](http://www.covsport.org.uk).
- 3.3 The headline findings from this detailed paper were that:
  - (i) in Coventry, the proportion of women regularly taking part in sport is less than half that of men
  - (ii) the proportion of disabled people taking part in sport in the city was less than both national and regional averages
  - (iii) the sports that people most took part in are keep fit / gym; football; swimming; athletics; and cycling
  - (iv) swimming and keep fit / gym were the sports that attracted the most participants from all backgrounds
  - (v) swimming was the activity most likely to encourage new participation
  - (vi) there was a need for increasing the availability of activities for children and young people and children's gym facilities
  - (vii) Coventry Sports and Leisure Centre, Xcel Leisure Centre and the Alan Higgs Centre were the most used public leisure centres
  - (viii) just over a third of Coventry Sports and Leisure Centre users only used that facility for their sport and leisure centre needs
  - (ix) The Xcel Leisure Centre and Alan Higgs Centre were the public sports centres that drew the highest levels of satisfaction
  - (x) Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre were the public sports centres that drew the lowest levels of satisfaction
  - (xi) cleanliness of changing rooms/toilets, friendliness of staff, enjoyment of the activity, feeling safe and secure, cost and being in a comfortable environment were factors which were most important to respondents when choosing a sports and leisure centre
  - (xii) although participation rates were generally lower in deprived areas of the city, a high number of members of Coventry Sports Trust and Coventry Sport Foundation members came from lower income and social housing households

### Emerging Vision for Sport in Coventry (2012)

- 3.4 The Emerging Vision for Sport in Coventry was developed through the review and detailed consideration of Coventry Sport and Leisure Survey responses; further direct consultation with local, regional and national sporting stakeholders; and extensive desktop research and analysis. This analysis incorporated a review of local health and wider research data, future city strategic priorities, sporting priorities for National Governing Bodies of Sport (NGBs), and Sport England Active People Survey and Market Segmentation data. This process culminated in eight Vision Aims designed to encapsulate the sporting aspirations for Coventry over the next ten years.
- 3.5 These eight, Vision Aims were then further refined through consultation with a variety of industry and wider sporting stakeholders in Coventry and the sub-region. The resultant, emerging Vision Aims (outlined in paragraph 1.7 above) were publicly launched on 13<sup>th</sup> December 2012 by the Cabinet Member (Community Safety and Equalities) and the Rt. Hon. Harriet Harman QC MP.

### Sports Strategy Development and further Stakeholder Consultation (2013)

- 3.6 Further to the launch of the Emerging Vision for Sport in Coventry, work was undertaken with a range of stakeholders to develop the Strategic Objectives for the Strategy. Initially, 48 Strategic Objectives were tabled. Through the periods of early stakeholder consultation, these were refined to the 37 now proposed.
- 3.7 Assessments of the city's indoor sports facilities and outdoor playing pitches were also carried out. These assessments provided a detailed picture of current indoor and outdoor sports provision in Coventry, showing the number, location, quality and use of the city's indoor facilities and outdoor pitches.
- 3.8 The key findings to emerge from these assessments were that:

#### Indoor Sports Facility Audit

- (i) the quality of indoor facilities varied greatly - from those that were of 'very poor' quality to those that were of 'very good' quality
- (ii) many of the city's indoor facilities were found to be located within schools, which offered varying levels of community use
- (iii) Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre were both deemed to be no longer 'fit for purpose'
- (iv) funding being used to support these ageing public sports and leisure facilities could be used to invest in new, modern and more accessible sports and leisure facilities
- (v) swimming pool provision across the city would need to be considered in light of the proposed closure of Coventry Sports and Leisure Centre

### Playing Pitch Audit

- (i) the City-wide use of playing pitches should be coordinated and managed more effectively
- (ii) future investment in pitches would be required to meet the expected growth in Coventry's population
- (iii) the development of larger clubs should be encouraged so that more play could be effectively managed on fewer sites
- (iv) pitches at education sites should be managed in ways that make them easier for the community to access
- (v) some community club house / changing facilities needed improving to encourage more juniors and females to take part
- (vi) some clubs had concerns over the long-term future of their sports facilities and pitches

### Coventry Sports Strategy Public Consultation (2014)

- 3.9 A suite of documents were developed to reflect the issues identified in the above audits and to propose provisions within the new ten-year Coventry Sports Strategy, within the framework of the eight Vision Aims and 37 Strategic Objectives developed through early stakeholder consultation.
- 3.10 In February 2014, the draft partnership 'Coventry Sports Strategy 2014 - 2024' was formally launched for a period of public consultation ending 24 March 2014, along with the following key documents, which informed the proposed overarching strategy:
- (i) Draft 'Coventry Indoor Facilities Assessment Report'
  - (ii) Draft 'Coventry Indoor Facilities Strategy 2014 - 2024'
  - (iii) Draft 'Coventry Aquatics Strategy 2014 - 2024'
  - (iv) Draft 'Coventry Playing Pitch Strategy Assessment Report'
  - (v) Draft 'Coventry Playing Pitch Strategy Vision Paper'
- 3.11 The launch of the period of public consultation and the key provisions within the proposed Strategy received widespread press and media coverage.
- 3.12 To capture the responses to the consultation, that ran from 12 February 2014 to 24 March 2014, a survey was available online via a new website ([www.covsport.org.uk](http://www.covsport.org.uk)). This was linked to the Council's website and the CSF and CST websites, Twitter feeds and Facebook profiles. A link to the survey was further sent to CSF and CST members, to local community groups and to the Council's database of local people who have registered an interest in taking part in consultations/surveys. All Coventry schools also received a link to the survey, and paper surveys (to complete by hand) were made available at the following locations:
- Alan Higgs Centre
  - Brandon Wood Golf Club
  - Centre AT7
  - Community centres
  - Community sport clubs
  - Council House and other civic buildings (e.g. Civic Centre 1, Civic Centre 4);
  - Coventry Sports and Leisure Centre

- Coventry University
- Foleshill Sports and Leisure Centre
- Libraries (all the city's libraries)
- Moat House Leisure and Neighbourhood Centre
- University of Warwick
- Xcel Leisure Centre

3.13 Midway through the consultation, an analysis of responses showed there had been comparatively few responses from people from Black and Minority Ethnic (BME) groups. The survey was then sent directly to a range of BME representative groups with support from Coventry Partnership, Voluntary Action Coventry and through direct contact with religious groups.

3.14 Two engagement events were also held for local sports clubs (one event in the north of the city and one in the south). All neighbourhood forums were offered a presentation from the project Strategy group. Nine of the neighbourhood forums accepted the offer and received a presentation. Face-to-face meetings were also held with representatives of individual stakeholder groups and bodies.

3.15 A total of 1,056 survey responses were received during the public consultation on the draft Strategy. Of these, 704 were received online and 352 were received via the paper questionnaire, by letter or at the engagement events for local sports clubs..

#### Key Findings

3.16 A detailed paper outlining the results of the public consultation can be viewed in Appendix 2: 'Coventry Sport Strategy 2014 – 2024: Report on the stakeholder and public consultation' and at [www.covsport.org.uk](http://www.covsport.org.uk). The key findings were that:

- (i) the Strategy was very well received and there was little opposition to either the Vision Aims or the Strategic Objectives. There was agreement to each of the Vision Aims from at least 82% of respondents
- (ii) the area attracting the most comments and objections across survey responses was the proposed loss of 50m swimming pool provision in the city. Each Vision Aim invited comments and there was also a general comments section at the end. In total, 3,022 comments were received across all sections of the survey. Of these, 1,573 were objections to or comments pertaining to the loss of 50m pool provision
- (iii) the following issues related to concerns over the loss of 50m pool provision in the City:
  - the loss of a 50m pool would destabilise the City of Coventry Swimming Club, specifically including the impact of losing Amateur Swimming Association National Beacon Club Status
  - the reduction in 'traditional' pool water space in the city centre compared to the current model.
  - reduced pool capacity for club training
  - the displacement of current pool users
  - the loss of competition facilities in the city
  - the loss of the only 50m competition pool currently in the West Midlands region

- (iv) there was a need to ensure sports provision and support for disabled people. In total, 101 comments were received supporting both the need to improve facilities for disabled people and to increase participation in sport and active recreation by disabled people or/and people with long-term limiting illnesses
- (v) there was a need for high quality facilities for people of all sporting abilities. In total there were 250 comments relating to this, and many of these also referred to the need for facilities in neighbourhoods
- (vi) there was an importance of links to schools and the need for opportunities for young people were highlighted, with 101 comments being received on this subject.
- (vii) respondents wanted to see more done to improve the health of local people through sport. There were 51 comments received on this subject .
- (viii) whilst Vision Aim 7 (referring to the creation of a strategic Coventry Sports Network) was supported, 44 comments were received regarding the potential membership of the group and the need to ensure the avoidance of bureaucracy
- (ix) vision Aim 8 (referring to connecting sport to the city's cultural, heritage, events and tourism offers) was also very well received with 56 individual comments supporting this.

#### Demographic Analysis of Respondents

3.17 A total of 1,056 survey responses were received. Not all respondents completed demographic information to assist with analysis. From the responses of those respondents that did provide this information, the following demographic analysis has been drawn:

- (i) Postcode: Of the 737 people who provided postcode information, 67.7% were from the Coventry area, 22.5% were not from Coventry and 9.8% provided incomplete or inaccurate information
- (ii) Gender: Of the 820 people who provided information on their gender, 51.7% were female and 48.3% were male. (By comparison, 50.3% of the local population are female and 49.7% are male – Census 2011)
- (iii) Age: Of the 845 people who provided information on their age, 4.7% were aged under 16; 10.7% were aged 16-24; 12.5% were aged 25-34; 23.6% were aged 35-44; 23.6% were aged 45-54; 12.1% were aged 55-64; 8.6% were aged 65-74; 2.4% were aged 75-84 and 1.9% preferred not to give their age. (By comparison, of the local population 18.4% are aged under 0-14; 17.7% are aged 16-24; 14.6% are aged 25-34; 13.2% are aged 35-44; 11.9% are aged 45-54; 9.7% are aged 55-64; 7.5% are aged 65-74; 4.9% are aged 75-84)
- (iv) Ethnic Background: Of the 829 people who provided information on their ethnic background, 82.8% described themselves as White British; 3.3% as Asian/Asian British Indian; 2.7% as White Irish; 1.9% as White Other; 1.9% as Asian/Asian British Pakistani; 1% as Mixed White and Asian; 0.7% as Mixed Other; 0.7% as Asian/Asian British Bangladeshi; 0.7% of Any Other Asian Group; 2.7% all other responses; and 1.7% preferred not to say. (By comparison, of the local population 66.6% describe themselves as White British; 7.2% as White other ethnicity; 2.6% as mixed ethnicity; 16.3% as Asian/Asian British ethnicity; 5.6% as Black/African/Caribbean/Black British ethnicity; and 1.7% as other ethnicity)
- (v) Religious Belief: Of the 794 people who provided information on their religious beliefs, 36.5% said they were of no religious belief; 49.0% said they were

Christian; 0.5% said they were Buddhist; 0.9% said they were Hindu; 0.4% said they were Jewish; 5.5% said they were Muslim; 1.1% said they were Sikh; 1.4% were all other responses; and 4.7% preferred not to say. (By comparison, of the local population 23% said they were of no religious belief; 53.7% said they were Christian; 7.5% said they were Muslim; 5% said they were Sikh; 3.5% said they were Hindu; and no other religions have greater than 1% of the population)

- (vi) Disability: Of the 835 people who provided information on disability, 11.7% said they would consider themselves to have a disability or long-standing health issue; 85.7% said they did not consider themselves to have a disability or long-standing health issue; and 2.5% preferred not to say. (By comparison, of the local population 17.7% said they would consider themselves to have a disability or long-standing health issue)

3.18 Across each of demographic profiles, the number of survey respondents was 845 or fewer, which limits the statistical validity of the survey findings.

#### **4. Timetable for implementing this decision**

4.1 Subject to approval of the recommendations contained within this report, the Strategy will be adopted as policy with immediate effect.

4.2 A City Council Action Plan will be developed to map the Council's contribution to all relevant Strategic Objectives across the partnership Strategy framework.

4.3 The proposed Strategy covers a ten-year period, and although the Strategy will guide sport in the city, it will not be allowed to constrain development where further change is needed to ensure that Coventry is a city where sport has an important role to play in everyday life. Over the lifetime of the Strategy, the Coventry Sports Network will regularly assess progress and align action plans to changes in local, regional or national policies. To monitor and measure progress in delivering the Strategy, a wide range of data sources will be used.

4.4 Monitoring of the Strategy will be undertaken using data drawn from the following organisations:

- Sport England (including the Active People Survey)
- National Governing Bodies of Sport (including Whole Sport Plan data)
- Coventry Sports Network
- Coventry Schools
- CST and CSF
- Coventry University
- University of Warwick

4.5 In addition to data drawn from these organisations, it would be intended to undertake surveys within the city's sporting clubs and organisations, households and schools.

#### **5. Comments from the Executive Director, Resources**

5.1 No specific funding or new money is required from Coventry City Council for approval of the Coventry Sports Strategy 2014 - 2024.

5.2 One of the Strategic Objectives for Vision Aim 5 is for the Coventry Sports Network to support sports clubs, venues and schools to secure a total of £4m of investment into



their community sports facilities. Similarly, one of the Strategic Objectives for Vision Aim 7 is for the Coventry Sports Network to secure £10m of investment in sport.

- 5.3 If the Strategy is approved by Cabinet, any approval for funding that is required from the City Council to deliver specific schemes or initiatives that contribute to delivery of its Strategic Objectives will be considered through separate Cabinet and/or Cabinet Member papers, as applicable.

#### Legal implications

- 5.4 The Council will use its power under section 19 of the Local Government (Miscellaneous Provisions) Act 1976 (the Act) as power to implement the delivery of the Coventry Sport and Playing Pitch Strategies. This section provides that local authorities have the discretion to provide, inside or outside their area, such recreational facilities as they think fit. The implementation of the strategies will also assist the Council in discharging its duty under section 507B Education Act 1996 whereby the Council is under a duty to secure positive leisure time activities for the improvement of the well-being of young people in its area and to secure facilities for such activities.

## 6. Other implications

### 6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

6.1.1 The recommended proposals will contribute to the Council's core aims of:

- *Developing the city centre for the 21st century by bringing the city centre to life with a range of leisure opportunities* – Vision Aim 5 of the Strategy outlines the need “to provide a range of modern, accessible and high quality sports facilities in the city”. The first Strategic Objective for this Vision Aim specifically concerns future city centre leisure provision and the need “to develop city centre sports and leisure facilities that are accessible, high-quality, sustainable and of significance to the Midlands”.
- *Raising the profile of Coventry through promoting Coventry as a visitor destination and centre for events* – Through the proposed provision of a ‘destination city centre facility’, the Strategy puts leisure at the heart of city centre regeneration and promotes the city centre as a key regional destination for leisure activities and leisure tourism. Vision Aim 6 further sets an ambition “to attract high profile sporting events to the city and to celebrate sporting achievement”.
- *Improve the health and wellbeing of local residents by helping them lead healthier lifestyles* – Vision Aim 1 of the Strategy sets the ambition “to develop a more active, inclusive and vibrant Coventry through positive experiences in sport”. Through encouraging and supporting engagement in regular sport and/or active recreation, the Strategy aims to positively influence and contribute to the physical/ mental health and wellbeing of the residents of Coventry. In particular, public leisure facilities and their operation have a key role to play in supporting the Council to deliver its public health objectives, directly supporting action to address priorities within the Joint Strategic Needs Assessment for the city.
- *Make savings so that we can continue to support front-line services by reducing operating costs (low carbon)* – The significant age and largely poor

condition of Coventry Sports and Leisure Centre (CSLC) have resulted in it being deemed no longer 'fit for purpose'. The provision of modern city centre sport and public leisure facilities, such as those proposed in the Strategy, offer greater energy efficiency and environmental benefits to that of an ageing facility such as the current CSLC. Furthermore, the development of such proposed facilities in the city centre are predicated on a financially efficient model using recycled savings from the closure and withdrawal of public leisure service provision from Foleshill Sports and Leisure Centre, the Arena Health and Fitness Club, Foxford School and Community Arts College and Coventry Sports and Leisure Centre. This enables the existing resource to be moved from an inefficient model of subsidy to one of investment in quality, sustainable facilities that generate revenue surplus.

## **6.2 How is risk being managed?**

6.2.1 A detailed Risk Register has been produced and maintained by the Project Manager for the development of the Strategy. This has been reviewed regularly and links into risk assessments within the Place Directorate concerning the management of public leisure provision.

## **6.3 What is the impact on the organisation?**

6.3.1 Approval of the report recommendations would secure an adopted ten-year Coventry Sports Strategy.

6.3.2 Approving the Strategy will confirm the strategic direction and priorities for sport in the city – developing a more active, inclusive and vibrant Coventry through positive experiences in sport. It will further show recognition of the wide range of benefits that sport and active recreation can bring to both individuals and communities.

6.3.3 Included within the Strategic Objectives of the proposed Strategy are objectives concerned with increasing and widening participation in sport; increasing the number of people receiving sports coaching; increasing the number of people volunteering in sport; establishing and embedding a Coventry Institute of Sport; developing city centre sports facilities that are accessible, high quality, sustainable and of significance to the Midlands; attracting high-profile sporting events to the city; establishing a Coventry Sports Network; and harnessing the power of sport to promote community cohesion and address public health inequalities in the city.

6.3.4 From a City Council perspective, it is anticipated that the Strategy will deliver benefits for the city that support service objectives across the Directorates, including: supporting public health improvements; promoting and encouraging social inclusion and community cohesion; increasing visitor numbers and supporting a 'kickstart' of the local economy.

6.3.5 There are no HR implications for the organisation as these proposals will not affect City Council employees.

## 6.4 Equalities / EIA

6.4.1 Following consultation and analysis of demographic, health, sport and leisure data for and survey responses for the city (and specifically including that of members accessing the current city centre leisure provision), an Equality and Consultation Analysis was produced (see Appendix 3).

6.4.2 Demographic, health, sport and leisure data and public survey responses highlighted the following considerations concerning protected groups under equalities legislation:

### *Vulnerable Communities (disadvantage/poverty)*

- a) The pattern of participation in the city mirrors the city's deprivation patterns, with lower participation rates to be found in the north and east of the city and the higher participation rates to be found to the west and parts of the south.
- b) Uniquely, city centre public leisure provision (via Coventry Sports and Leisure Centre) draws members relatively evenly from across the city, with only 25% of its members (with known postcode information) residing within a mile of the centre.
- c) The geographic spread of Coventry Sports and Leisure Centre (CSLC) members and users means its impact is likely to be more evenly felt (positively and negatively) across the protected groups in the city.
- d) CSLC attracts members from a range of household types, similar to that of the city's profile.
- e) CSLC achieved both the highest level of satisfaction of all public leisure centres in the city and the second highest level of dissatisfaction.
- f) Over 52% of CSLC users travelled to the centre by car/motorbike, with a further 21% travelling to the centre by bus.
- g) 41% of CSLC users pay a discounted rate.

### *Disability*

- a) 4.5% of the total population of Coventry are economically inactive due to a long term illness or disability.
- b) The proportion of disabled people taking part in sport in the city is less than both national and regional averages.

### *Age*

- a) There is a correlation between age and inactivity rates which are the highest amongst those aged 55+ (67.9%) and lowest for young adults aged 16-25 (43.3%).
- b) Coventry Sports and Leisure Centre has a higher than average proportion of both younger members and members over the age of 55 years.
- c) Cycling, swimming and athletics are characterised by an even spread throughout the age cohorts up to 64 years.
- d) Young people often struggle to afford to participate in sport and active recreation as youth unemployment remains high and students and young earners are often under financial pressure.

### *Gender*

- a) 50.3% of the local population are female.
- b) In Coventry, female inactivity (61.3%) is significantly higher than the equivalent male rate.
- c) In Coventry, the proportion of women regularly taking part in sport (15.2%) is less than half that of men (31.3%).
- d) Just under nine in ten of those taking part in keep fit exercises and six in ten swimmers are women.

6.4.4 The Equality and Consultation Analysis has indicated the following potential equalities impacts with regard to the protected groups under equalities legislation:

- The Strategy was very well received and there was little opposition to either the aims or the Strategic Objectives. There was agreement to all eight of the Vision Aims from at least 80% of all respondents.
- A need to ensure sport provision and support for disabled people was highlighted in the consultation. In total 25 comments (2.3% of all comments) were received supporting the need for increased participation and improved facilities for disabled people.
- Many of the respondents commented on the need for high quality facilities for all abilities. In total there were 250 comments relating to this, and many of these also referred to the need for facilities in neighbourhoods.
- Linking sport to public health received 51 comments, with respondents wanting to see more done to improve the health of local people through sport.
- The importance of links to schools and the need for opportunities for young people was highlighted, 101 comments were received on this subject.
- Comments relating to age were made by 46 respondents. These were almost equally spread between a need for more sporting opportunities for children and young people and older people. A number of comments also supported better use of schools as a sporting venue.
- CSLC has a higher than average proportion of younger members and members over the age of 55 years. The provision of a new destination leisure facility on a new city centre site, would ensure continuity of provision within these protected groups. To mitigate the loss of bowls provision under option 6b, a suitable site could be considered elsewhere in the city, allowing easier access for participants.
- Very few comments were received in relation to gender, although support for Vision Aim 1 – relating to increased participation for females – was very well supported.
- Five comments were received supporting sport provision within neighbourhoods and how this could help those with an economic disadvantage participate more in sport.
- Four comments were received regarding race and religion. These related to incorporating minority community sports into programmes and ensuring cultural and BME representation on partnerships.

## **6.5 Implications for (or impact on) the environment**

If the Coventry Sports Strategy is approved by Cabinet, the environmental impact of any resultant capital schemes will be considered within the context of any proposal considered for approval by Cabinet and/or Council.

## **6.6 Implications for partner organisations?**

6.6.1 The proposed Coventry Sports Strategy 2014 - 2024 is a partnership document developed through consultation with a range of stakeholders.

6.6.2 Approving a partnership Sports Strategy for Coventry will confirm the strategic direction and priorities for sport in the City – developing a more active, inclusive and

vibrant Coventry through positive experiences in sport. Approving the Strategy will further show recognition of the wide range of benefits that sport and active recreation can bring to both individuals and communities.

- 6.6.3 Approval of the Strategy will give confidence to external funders that the city has clear objectives and priorities for sport in the next ten years. This should assist partners in applying for external grant funding and will bring greater coherence in the links from sport to wider city agendas (e.g. tourism, health, jobs and economy, regeneration).
- 6.6.4 The proposed formation of a Coventry Sports Network will provide a coordinated, partnership body that can advocate for and speak on behalf of sport across the City, from a wider perspective than any one partner. Similarly, the proposal for a Coventry Institute of Sport will align expertise within the city around supporting Coventry's talented athletes and nurturing talent across a wide range of sports and community clubs.
- 6.6.5 From a public leisure perspective, current lease, grant and operational arrangements with the Coventry Sports Trust are due to expire in 2016, prior to the anticipated date of any new city centre provision. Arrangements for public leisure operations across all the sites covered by the existing agreement will therefore need to be considered in the light of any new city centre facility proposals. This will be addressed separately, within the Cabinet paper seeking approval for the procurement of such a scheme.
- 6.6.6 City Centre public leisure proposals will have specific implications for particular organisations based or primarily using current facilities. Most notably, the proposed loss of a 50m pool from the city would impact most clearly on the City of Coventry Swimming Club. The issues presented by a proposed loss of a 50m pool are highlighted in more detail of the appendices of this report, but decisions regarding future City Centre public leisure provision will be considered via separate Cabinet Reports (with reference to the appendices of this report).

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## **Coventry Sports Strategy 2014 – 2024**

### **Vision Aims and Strategic Objectives**

#### **Vision Aim 1: To inspire more people within the city to take up and regularly take part in sport**

##### **Strategic Objectives:**

1. To increase the number of children and young people that regularly participate in sport
2. To increase regular adult participation in sport to a level higher than national and regional averages
3. To increase regular participation in sport by disabled people to a level higher than national and regional averages
4. To increase regular participation in sport by females to a level higher than national and regional averages
5. To increase regular participation in sport by those on lower incomes to a level higher than national and regional averages
6. To increase participation in Coventry's key sports to levels higher than national and regional averages for each of these sports

#### **Vision Aim 2: To provide a wide range of high quality and exciting sporting opportunities and experiences**

##### **Strategic Objectives:**

1. To increase the number of people receiving structured sports coaching or tuition to a level higher than national and regional averages
2. To have 120 National Governing Body accredited sports clubs, associations and organisations committed to the Coventry Sports Charter
3. To form delivery partnerships between a range of community sports clubs and forty-five schools throughout the city
4. To have ten sports implementing local strategic Sports Implementation Plans within the city



### **Vision Aim 3: To inspire more people to volunteer, coach and be facilitators of sport**

#### **Strategic Objectives:**

1. To establish a funding and investment programme to encourage and develop new and existing volunteers, coaches and facilitators of sport
2. To increase the number of adults volunteering in sport for at least one hour per week to a level higher than national and regional averages
3. To deliver initiatives that support and develop children and young people as volunteers, coaches and facilitators of sport
4. To create and be actively operating a sports volunteering network within the city
5. To create a comprehensive club, volunteer and coach education programme that includes pathways to employment

### **Vision Aim 4: To identify and support talented athletes to reach their sporting potential**

#### **Strategic Objectives:**

1. To establish and embed a Coventry Institute of Sport that provides early specialist support services for the benefit of talented athletes
2. To establish local talent identification programmes which are fully integrated into all strategic Sport Implementation Plans
3. To establish talent identification and development programmes across ten sports that support disabled people to reach their sporting potential
4. To work in partnership with National Governing Bodies of sport to establish four Midlands-based development hubs in Coventry

## **Vision Aim 5: To provide a range of modern, accessible and high quality sports facilities in the city**

### **Strategic Objectives:**

1. To develop city centre sports and leisure facilities that are accessible, high quality, sustainable and of significance to the Midlands
2. To invest in the development of sports and leisure facilities where justified by demand, strategic programming needs and financial sustainability
3. To provide accessible and high quality outdoor sports, leisure and ancillary facilities across the city
4. To support sports clubs, venues and schools to secure a total of £4m of investment into their community sports facilities
5. To partner with National Governing Bodies and funding agencies to support the development of facilities for Coventry's key sports

## **Vision Aim 6: To attract high profile sporting events to the city and to celebrate sporting achievement**

### **Strategic Objectives:**

1. To create a strategic events and tourism partnership that will bid for and host fifteen major sporting events in the city
2. To develop a regular events programme within the city for each of Coventry's key sports
3. To develop and support high-profile events which celebrate local sporting achievement, volunteering and coaching

## **Vision Aim 7: To grow and promote sport in the city through effective partnerships**

### **Strategic Objectives:**

1. To establish a strategic Coventry Sports Network that comprises key decision makers from the organisations that influence sport across the city
2. To secure £10m of investment in sport through a strategic Coventry Sports Network
3. To ensure that all sports providers in the city have access to a network of support through a strategic Coventry Sports Network
4. To ensure that Coventry is represented within all relevant partnerships that clearly contribute to the achievement of the city's sporting objectives

## **Vision Aim 8: For sport to make Coventry a better place to live, work and visit**

### **Strategic Objectives:**

1. To actively demonstrate the positive impact that regular sports participation has in addressing public health inequalities in the city
2. To harness the power of sport to promote and encourage social inclusion and community cohesion within the city
3. To connect sport to the city's cultural, heritage, events and tourism offers
4. To increase visitor numbers and secure economic benefit from hosting high-profile sporting events
5. To ensure that all proposed regeneration schemes within the city consider the potential for incorporating sustainable sporting provision
6. To increase training and employment within the city as a consequence of investment in sport

Coventry Sports Strategy 2014 – 2024  
Report on the stakeholder and public consultation

Faye Cockayne  
Major Projects Community Engagement Officer  
June 2014

## Contents

Executive summary

Introduction and purpose

Background and context

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Conclusions

## 1. Introduction and purpose

This report analyses the results of the Coventry Sport Strategy 2014-2024 public and stakeholder consultation. The consultation was designed to find out what stakeholders, partners and local people thought about the Strategy's Aims and Objectives and to ensure their priorities for sport in Coventry were included.

## 2. Background and context

Work to develop the Coventry Sports Strategy 2014 – 2024 started with a detailed review of current sporting provision in the city. The findings of this review were then considered, taking into account various local, regional and national strategies.

In 2012, local people were asked to take part in the Coventry Sports and Leisure Survey. The survey attracted 1,532 responses and provided valuable insight into which sports were enjoyed by people in Coventry, where they took part in these sports and their satisfaction with local facilities.

Assessments of the city's indoor sports facilities and outdoor playing pitches were also carried out. These assessments provided a detailed picture of current indoor and outdoor sports provision in Coventry, showing the number, location, quality and use of the city's indoor facilities and pitches.

Discussions with key stakeholders and partners further informed and shaped the Strategy, until eight Vision Aims and 37 supporting Strategic Objectives emerged. The Vision Aims will remain constant, whilst it is intended that the Strategic Objectives should continue to evolve in response to changes in the local, regional and national context. It is proposed that a Coventry Sports Network will manage and monitor the implementation of the Strategy and will work with sporting partners, clubs and organisations to develop and deliver specific action plans.

Coventry is looking to build upon the significant investment that it has made in sport over the last ten years. This Strategy will ensure that the city continues to grow and improve its sporting structures and the opportunities and experiences they offer, ensuring that the benefits of sport are seen across all aspects of city life.

### 3. Setting the Scene

#### **Coventry Sports and Leisure Survey (2012)**

The results of the Coventry Sports and Leisure Survey (2012) and the associated desk top research were first published in 2013, and a detailed paper outlining these findings can be viewed at [www.covsport.org.uk](http://www.covsport.org.uk).

The headline findings from this detailed paper are summarised below:

- (i) In Coventry, the proportion of women regularly taking part in sport was less than half that of men.
- (ii) The proportion of disabled people taking part in sport in the city was less than both national and regional averages.
- (iii) The sports that people most take part in were keep fit / gym; football; swimming; athletics; and cycling.
- (iv) Swimming and keep fit / gym were the sports that attract the most participants from all backgrounds.
- (v) Swimming was the activity most likely to encourage new participation.
- (vi) The survey also identified the need for increasing the availability of activities for children and young people and children's gym facilities.
- (vii) Coventry Sports and Leisure Centre, Xcel Leisure Centre and the Alan Higgs Centre were the most-used public leisure centres.
- (viii) Just over a third of Coventry Sports and Leisure Centre users used only that facility for their sport and leisure centre needs.
- (ix) The Xcel Leisure Centre and Alan Higgs Centre are the public sports centres that drew the highest levels of satisfaction.
- (x) Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre are the public sports centres that drew the lowest levels of satisfaction.
- (xi) Cleanliness of changing rooms/toilets, friendliness of staff, enjoyment of the activity, feeling safe and secure, cost and being in a comfortable environment were factors which were most important to respondents when choosing a sports and leisure centre.
- (xii) Although participation rates were generally lower in deprived areas of the city, a high number of members of Coventry Sports Trust and Coventry Sport Foundation members came from lower income and social housing households.

## **Indoor and Outdoor Facility Audits**

Detailed assessments of Coventry's indoor sports facilities and outdoor playing pitches have provided a picture of the number, location, quality and current use of the city's facilities and pitches. The Key Findings that emerged from these studies are summarised below:

### **Indoor Sports Facility Audit**

- (i) The quality of indoor facilities varied greatly - from those that were of 'very poor' quality to those that were of 'very good' quality.
- (ii) Many of the city's indoor facilities were found to be located within schools, which offered varying levels of community use.
- (iii) Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre were both deemed to be no longer 'fit for purpose'.
- (iv) Funding being used to support these ageing public sports and leisure facilities could be used to invest in new, modern and more accessible sports and leisure facilities.
- (v) Swimming pool provision across the city would need to be considered in light of the proposed closure of Coventry Sports and Leisure Centre.

### **Playing Pitch Audit**

- (i) It was deemed that the city wide use of playing pitches should be coordinated and managed more effectively.
- (ii) Future investment in pitches will be required to meet the expected growth in Coventry's population.
- (iii) The development of larger clubs should be encouraged so that more play can be effectively managed on fewer sites.
- (iv) Pitches at education sites should be managed in ways that make them easier for the community to access.
- (v) Some community club house / changing facilities needed improving to encourage more juniors and females to take part.
- (vi) Some clubs had concerns over the long-term future of their sports facilities and pitches.



## 4. Methodology

Public consultation on the draft Coventry Sports Strategy 2014 - 2024 took place from 12 February 2014 to 24 March 2014. A survey was available online via a new website [www.covsport.org.uk](http://www.covsport.org.uk), which was established to represent the partnership approach of the strategy.

This was linked to the Council's website and the CSF and CST websites, Twitter feeds and Facebook profiles. A link to the survey was further sent to CSF and CST members, to local community groups and to the Council's database of local people who have registered an interest in taking part in consultations/surveys. All Coventry schools also received a link to the survey, and paper surveys (to complete by hand) were made available at the following locations:

- Alan Higgs Centre
- Brandon Wood Golf Club
- Centre AT7
- Community centres
- Community sport clubs
- Council House and other civic buildings (e.g. Civic Centre 1, Civic Centre 4);
- Coventry Sports and Leisure Centre
- Coventry University
- Foleshill Sports and Leisure Centre
- Libraries (all the city's libraries)
- Moat House Leisure and Neighbourhood Centre
- University of Warwick
- Xcel Leisure Centre

Midway through the consultation, an analysis of responses showed there had been comparatively few responses from people from Black and Minority Ethnic (BME) groups. The survey was then sent directly to a range of representative groups with support from Coventry Partnership, Voluntary Action Coventry and through direct contact with religious groups.

Two engagement events were also held for local sports clubs (one event in the north of the city and one in the south). All neighbourhood forums were offered a presentation from the project Strategy group. Nine of the neighbourhood forums accepted the offer and received

a presentation. Face-to-face meetings were also held with representatives of individual stakeholder groups and bodies.

All of the related strategy documents were available in full online and a summary document of the Coventry Sport Strategy 2014 – 2024 was produced and available at all the venues listed above.

A total of 1,056 survey responses were received during the public consultation on the draft Sports Strategy. Of these, 704 were received online and 352 were received via the paper questionnaire, by letter or at the club nights.

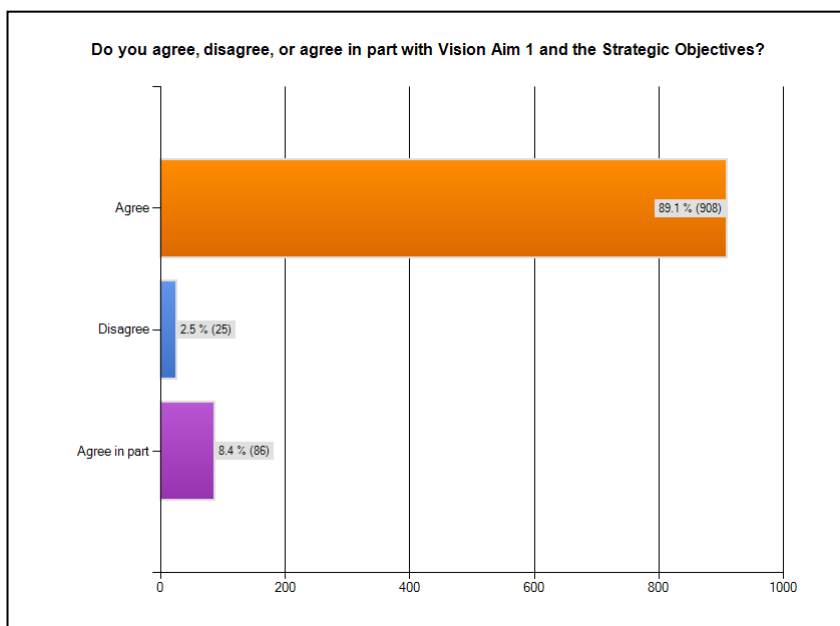
## 5. Main Findings

### **Vision Aim 1 – To inspire more people within the city to take up and regularly take part in sport**

Coventry faces a real challenge to inspire more people to take up and regularly take part in sport. In Coventry, there is a higher than average number of people that never take part in sport and this is particularly true for females, disabled people and people with a long term limiting illness. Currently, 16 – 25 year olds are those most actively involved in sport. Coventry has a particularly young population (partly as a result of having two universities) so that the levels of sporting activity amongst this group influences, more than usual, the wider measures for people taking part in sport across the city as a whole.

### **Strategic objectives**

1. To increase the number of children and young people that regularly participate in sport.
2. To increase regular adult participation in sport to a level higher than national and regional averages.
3. To increase regular participation in sport by disabled people to a level higher than national and regional averages.
4. To increase regular participation in sport by females to a level higher than national and regional averages.
5. To increase regular participation in sport by those on lower incomes to a level higher than national and regional averages.
6. To increase participation in Coventry's key sports to levels higher than national and regional averages for each of these sports.



A total of 328 comments were received regarding Vision Aim 1. These are themed below:

Need for a 50m pool in the city	153 comments
Inspiration/link to health	48 comments
Facilities	32 comments
Young people/older people's participation	29 comments
Definition of sport	18 comments
Issues around disability	15 comments
Need to encourage participation	12 comments
Neighbourhood provision	6 comments
Cost of participation	5 comments
Existing users	3 comments
Evaluation	2 comments
Other equalities issues	2 comments
Competition	1 comment
Sports clubs	1 comment
Disagree with vision and aims	1 comment

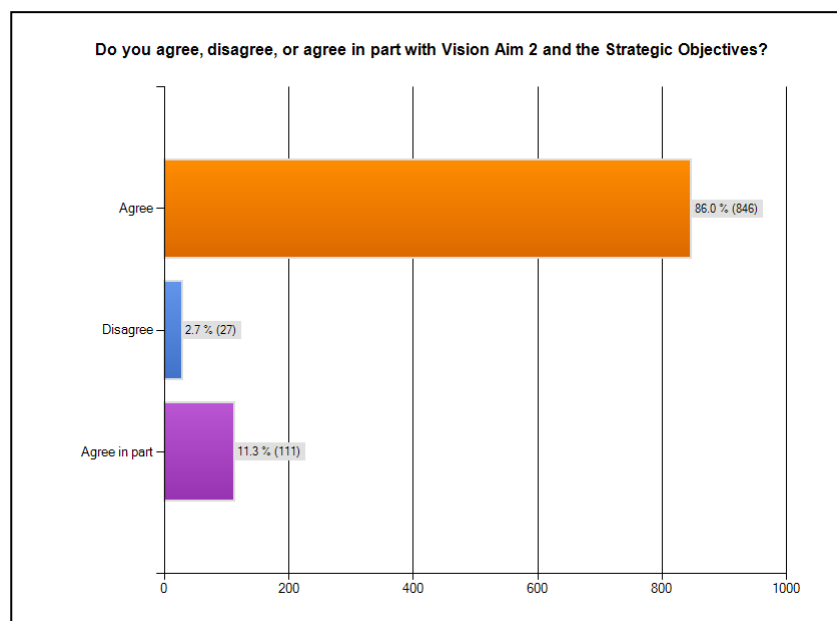
## Vision Aim 2 – To provide a wide range of high quality and exciting sporting opportunities and experiences

People are more likely to regularly take part in and enjoy sport if they have good first time experiences of sport and then receive quality tuition and coaching in their preferred or chosen sport. In Coventry, the number of people receiving high quality sports coaching and tuition is lower than both the national and regional averages and is seen to be declining. Females are less likely than males to become involved in structured or competitive sport in the city. The number of Clubmark accredited sports clubs in Coventry is also declining, at a time when national strategies support a clear need for clubs to play a more active role in working with schools and community partners to improve the quality of local sports provision.

Through the launch of the Coventry Sports Strategy, the city has a unique opportunity to introduce a new Sports Charter, highlighting how local sports clubs and organisations will work together to offer high quality sporting opportunities and experiences across all communities and neighbourhoods.

### Strategic Objectives

1. To increase the number of people receiving structured sports coaching or tuition to a level higher than national and regional averages.
2. To have 120 National Governing Body accredited sports clubs, associations and organisations committed to the Coventry Sports Charter.
3. To form delivery partnerships between a range of community sports clubs and forty-five schools throughout the city.
4. To have ten sports implementing local strategic Sports Implementation Plans within the city.



A total of 293 comments were received regarding Vision Aim 2. These are themed below:

Need for a 50m pool	94 comments
Ability	77 comments
Range of opportunity	33 comments
School and club involvement	24 comments
Opportunity for all	23 comments
Need for good facilities	17 comments
Young people	13 comments
Disagree with aim and objectives	10 comments
Agree with aims and objectives	4 comments

### **Vision Aim 3 - To inspire more people to volunteer, coach and be facilitators of sport**

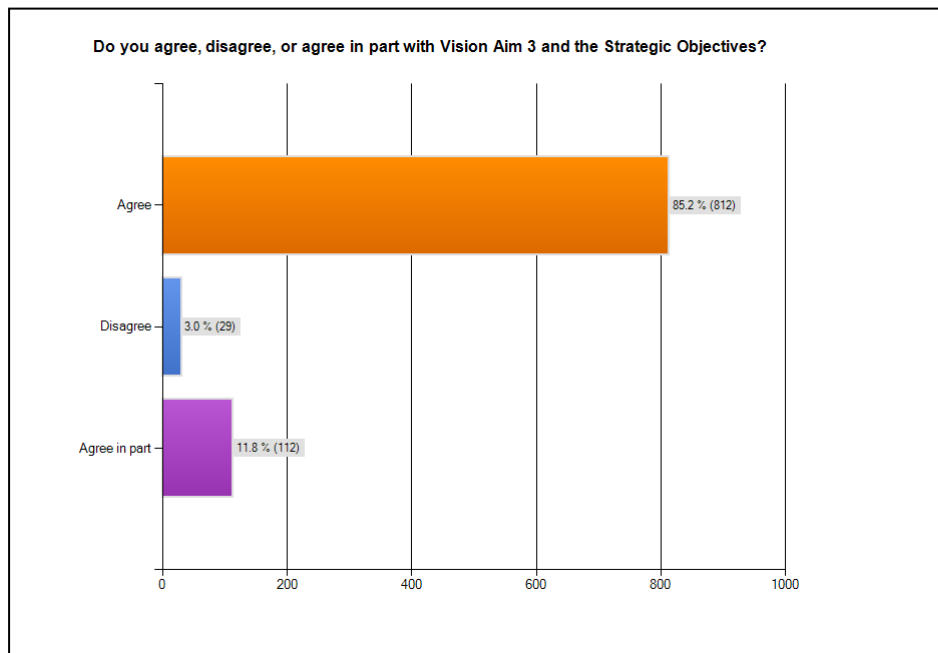
Volunteers, coaches and officials (e.g. referees) are the life blood of sport and without them, taking part, improving and competing in sport would not be possible for many people.

The proportion of adults in Coventry now volunteering in sport is lower than the national and regional averages. Volunteers are vital for leagues to run smoothly and clubs to survive and thrive in their local communities. There is a need to increase the levels of investment and support offered to those adults who are prepared and able to give their time to be volunteers, coaches and facilitators of sport, along with a need for improved structures to coordinate their efforts. There is also a need for initiatives and structures that will inspire and support the next generation of young people to become the future volunteers, coaches and facilitators of sport.

#### **Strategic Objectives**

1. To establish a funding and investment programme to encourage and develop new and existing volunteers, coaches and facilitators of sport.
2. To increase the number of adults volunteering in sport for at least one hour per week to a level higher than national and regional averages.
3. To deliver initiatives that support and develop children and young people as volunteers, coaches and facilitators of sport.
4. To create and be actively operating a sports volunteering network within the city.

5. To create a comprehensive club, volunteer and coach education programme that includes pathways to employment



A total of 277 comments were received regarding Vision Aim 3. These are themed below:

Need for a 50m pool	158 comments
Training/funding	49 comments
Agree with aim and objectives	32 comments
Need for good facilities	11 comments
Role models	10 comments
Disagree with aims and objectives	11 comments
Existing volunteer support	6 comments

#### **Vision Aim 4 - To identify and support talented athletes to reach their sporting potential**

Coventry has a very proud sporting heritage, as recently demonstrated by Coventry athletes representing Team GB at the London 2012 Olympic and Paralympic Games.

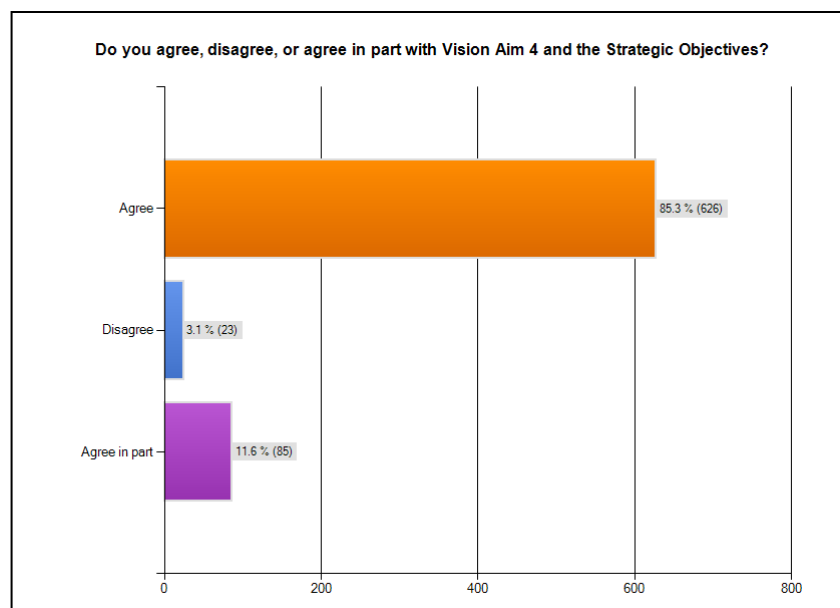
To build on these levels of success, schools, sports clubs, coaches and partner organisations must work together to identify and support emerging talented athletes in the city. Using expertise held within Coventry's sports clubs, the universities and partner organisations, the city must bring together and coordinate the services needed by talented athletes, to enable them to fully progress in their field and to achieve their sporting potential. A particular focus

must be given to widening and developing talent pathways within disability sport, where (with some notable exceptions) support for talented athletes within the local club network is often more difficult to access.

Coventry’s central location means the city is also ideally placed to attract the development of key regional sports hubs to act as a focus for talent development and for the achievement of excellence.

### Strategic Objectives

1. To establish and embed a Coventry Institute of Sport that provides early specialist support services for the benefit of talented athletes.
2. To establish local talent identification programmes which are fully integrated into all strategic Sport Implementation Plans.
3. To establish talent identification and development programmes across ten sports that support disabled people to reach their sporting potential.
4. To work in partnership with National Governing Bodies of sport to establish four Midlands-based development hubs in Coventry.



A total of 360 comments were received regarding Vision Aim 4. These are themed below:

- Need for a 50m pool 198 comments
- Agree with aims and objectives 66 comments
- Facilities and coaching 49 comments



Schools/young people	18 comments
Disagree with aim and objectives	16 comments
Funding	13 comments

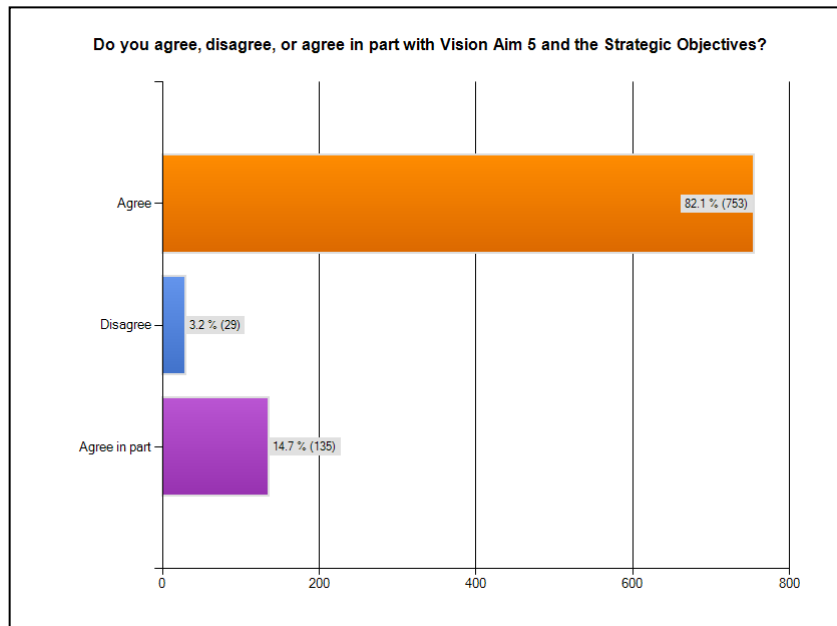
**Vision Aim 5 - To provide a range of modern, accessible and high quality sports facilities in the city**

Coventry has made significant investment in its public sports and leisure facilities over the last ten years, but the city still has some facilities that require improvement or replacement. Foleshill Sports and Leisure Centre and Coventry Sports and Leisure Centre are no longer fit for purpose. Foleshill Sports and Leisure Centre is due to close in August 2014 upon the opening of new facilities at Centre AT7, but there is still a clear need to invest in public sports and leisure facilities in the city centre.

There is an opportunity to use the money currently used to support the running of Coventry Sports and Leisure Centre to build a new and more modern city centre facility. Investment in outdoor sports facilities must be focused towards education sites that are accessible to local communities and towards larger club and community ‘hub’ playing pitch sites.

**Strategic Objectives**

1. To develop city centre sports and leisure facilities that are accessible, high quality, sustainable and of significance to the Midlands.
2. To invest in the development of sports and leisure facilities where justified by demand, strategic programming needs and financial sustainability.
3. To provide accessible and high quality outdoor sports, leisure and ancillary facilities across the city.
4. To support sports clubs, venues and schools to secure a total of £4m of investment into their community sports facilities.
5. To partner with National Governing Bodies and funding agencies to support the development of facilities for Coventry’s key sports.



A total of 400 comments were received regarding Vision Aim 5. These are themed below:

Need for a 50m pool	264 comments
Neighbourhood Provision	36 comments
Agree with aim and objectives	35 comments
Variety of provision	28 comments
Quality of provision	21 comments
Disagree with aim and objectives	7 comments
Need for provision for disabled	5 comments
Need for a skatepark	4 comments

**Vision Aim 6 - To attract high profile sporting events to the city and to celebrate sporting achievement**

Coventry has a proud history of attracting and hosting high profile and successful sporting events, including Olympic Football, the Women’s FA Cup Final, the British Transplant Games, the UK Corporate Games, the International Children’s Games and Davis Cup Tennis.

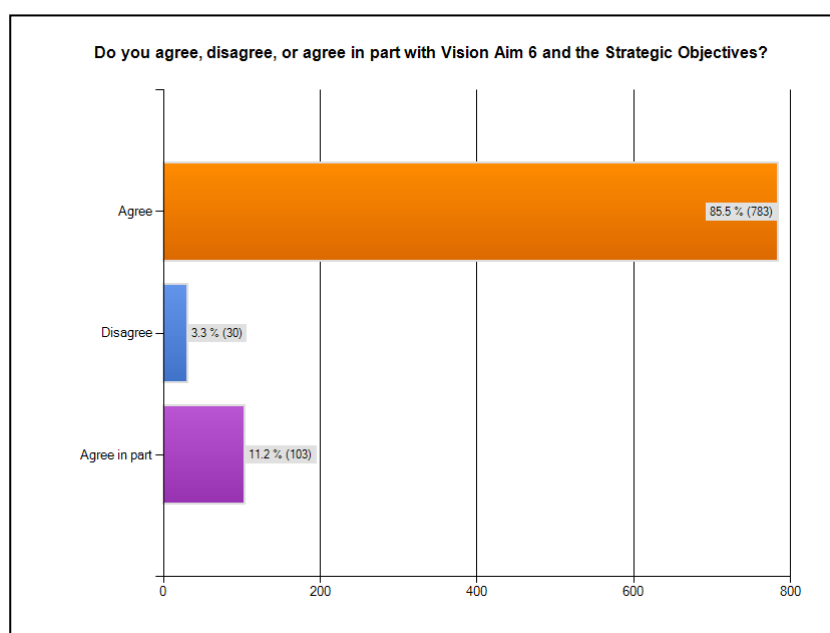
Coventry’s ambition is to be recognised as a dynamic city, as a visitor destination and as a centre for events. Linked to these ambitions, the city is striving to deliver a range of high quality sporting events, a number of which will be closely connected to the city through

local sports club and coaching initiatives. The challenge for sport in Coventry is to work strategically with National Governing Bodies of Sport and a wide range of local events, sports and tourism partners to grow local and regional sporting events and to develop a strong city offer when bidding to attract major sports events.

Having secured the hosting of these major events, the challenge within the city will then be to bring these events to life, not only at the events venues, but also within the communities from where the spectators will inevitably be drawn.

### Strategic Objectives

1. To create a strategic events and tourism partnership that will bid for and host fifteen major sporting events in the city.
2. To develop a regular events programme within the city for each of Coventry’s key sports.
3. To develop and support high-profile events which celebrate local sporting achievement, volunteering and coaching



A total of 338 comments were received regarding Vision Aim 6. These are themed below:

Need for a 50m pool	224 comments
Location/facilities	30 comments
Good for Coventry	27 comments
Football club issues	20 comments

Agree with aim and objectives	14 comments
Cost	7 comments
Young people	7 comments
Disagree with aim and objectives	4 comments
Disability issues	4 comments
Skatepark	1 comment

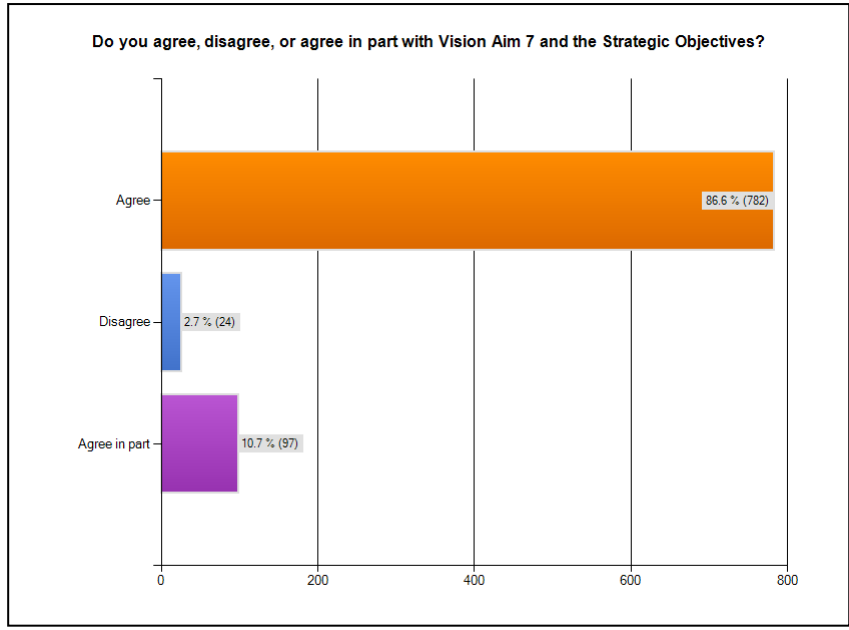
### **Vision Aim 7 - To grow and promote sport in the city through effective partnerships**

Effective partnerships are essential to growing and promoting sporting opportunities in Coventry. It is important from the outset that partners from business, education, public services and sport are drawn together by the spirit, mission and aims of this Strategy.

The development and agreement of action plans to deliver the Strategy will be dependent on collaboration between partners. The formation of a new Coventry Sports Network (CSN) will be crucial in shaping and developing these relationships. This umbrella organisation will be the driving force for the delivery of the Strategy, and the ongoing commitment of partners to the Network will be central to the Strategy's success. The CSN will need to be fully informed about the progress being made and the performance of all partners in delivering the Strategy. The CSN will also play a central role in advocating for sport in Coventry, by presenting a coherent, coordinated and efficient structure for delivering sport across the city to national and regional partners and investors.

### **Strategic Objectives**

1. To establish a strategic Coventry Sports Network that comprises key decision makers from the organisations that influence sport across the city.
2. To secure £10m of investment in sport through a strategic Coventry Sports Network.
3. To ensure that all sports providers in the city have access to a network of support through a strategic Coventry Sports Network.
4. To ensure that Coventry is represented within all relevant partnerships that clearly contribute to the achievement of the city's sporting objectives.



A total of 246 comments were received regarding Vision Aim 7. These are themed below:

Support needed	79 comments
Need for a 50m pool	49 comments
Representation on CSN	44 comments
Agree with aim and objectives	28 comments
Need to reference existing partnerships	23 comments
Equalities issues	10 comments
Disagree with this aim and objectives	7 comments
Minority sport representation	6 comments

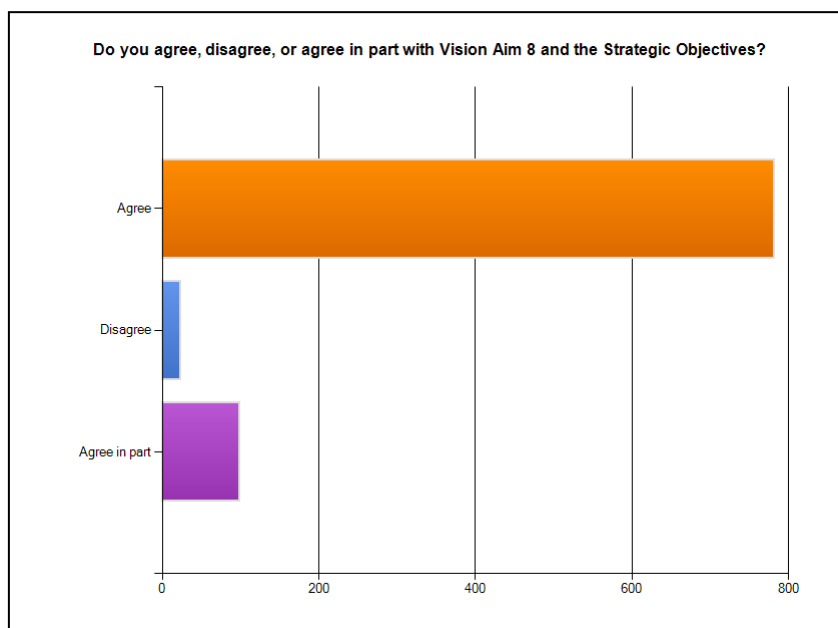
**Vision Aim 8 - For sport to make Coventry a better place to live, work and visit**

Taking part in sport has clear health benefits, but also provides opportunities to improve social inclusion and cohesion within and between communities. Sport has a major part to play in raising Coventry’s profile nationally and internationally, by attracting major events to the city, and is also at the heart of the city’s cultural, tourism and heritage offers - all of which increase visitor numbers and bring economic benefit to the city.

Finally, sport is a driver for regeneration - both in reshaping and redefining the physical landscape of the city; and in helping to provide training and employment opportunities for local people.

## Strategic Objectives

1. To actively demonstrate the positive impact that regular sports participation has in addressing public health inequalities in the city.
2. To harness the power of sport to promote and encourage social inclusion and community cohesion within the city.
3. To connect sport to the city's cultural, heritage, events and tourism offers.
4. To increase visitor numbers and secure economic benefit from hosting high-profile sporting events.
5. To ensure that all proposed regeneration schemes within the city consider the potential for incorporating sustainable sporting provision.
6. To increase training and employment within the city as a consequence of investment in sport.



A total of 275 comments were received regarding Vision Aim 8. These are themed below:

Need for a 50m pool	112 comments
Need to link to heritage and history	56 comments
Agree with this aim and objectives	27 comments
Equalities issues	24 comments
Will improve Coventry's reputation	17 comments

Need to link more effectively with health	13 comments
Disagree with this aim and objectives	12 comments
Football club/Ricoh issues	7 comments
More employment links	6 comments
Skateboarding	1 comment

### **Other comments**

Finally respondents were asked to make any further comments about the Coventry Sports Strategy or any of the online documents. These documents are:

- a. Coventry Sports Strategy (full version)
- b. Aquatics Strategy
- c. Indoor Facilities Assessment Report
- d. Indoor Facilities Strategy
- e. Playing Pitch Assessment Report
- f. Playing Pitch Strategy

A total of 505 comments were received. These are themed below:

Need for a 50m pool	321 comments
Facilities	34 comments
Agree with strategy	31 comments
Support for minority sports	24 comments
Support for existing clubs	20 comments
Equalities issues	18 comments
Disagree with strategy	11 comments
Rate relief for sports clubs	9 comments
Funding/resources	9 comments
Young people	6 comments
Ricoh/football club issues	5 comments

Schools 4 comments

Links to health 3 comments

What are the priority sports? 2 comments



## 6. Summary of Issues / Comments Raised

Many of the comments raised in the feedback above overlapped or were repeated in one Vision Aim to another. For the purposes of presentation, key comments on the areas highlighted above have been grouped and summarised below, by themes across the Vision Aims:

### **Links between sport, physical activity and healthy lifestyles:**

- The word 'sport' is off-putting for some
- There is a need to for an equal focus on physical activity

### **Opportunities for all**

- With regards to public health...GP's should be using sports for treatment in mild depression, post natal low mood, childhood depressive disorders and for people who are borderline overweight and above. This way it tackles obesity before it starts
- The Strategy needs to address ensuring equality of access across the city
- Trying to achieve at high-level sport is not the panacea for increasing activity levels
- With finite resources and funds it is better to focus on high general participation rather than individuals; although high profile athletes can also be inspirational
- Concern that when funding cuts are announced 'talented athletes' funding would be prioritised ahead of sport for the masses programmes which encourage participation
- More people will do sport if they enjoy the experience. It should be sociable and fun
- New facilities provide a great opportunity to consider new sports and wider choice
- The Strategy will result in less opportunities in the Coventry area

### **Comments relating to age (e.g. younger people/older people's participation)**

- There needs to be more provision for toddlers to take part at convenient times
- Need to provide facilities for young people
- Teenage years are the key age for dropping out of sports (significant gaps in appropriate opportunities appear for this age group)
- Need to support people aged 40+ to come back to sport having stopped and concentrated on family life
- Need to incentivise and cater for the needs of older people
- There should be more emphasis on older people as volunteers – there is a clear opportunity to extend the sporting and active life of older Coventry citizens

### **Disability**

- The specific needs of disabled people and people with special needs must be considered and addressed to increase participation
- Need to consider assistance for people who can't access facilities independently or easily due to disability, long-term limiting illness or injury

- Activity offers should be more tailored towards disabled people (i.e. swimming for the disabled), as with the exception of the Xcel Centre this area is weak. Prices should reflect often these people will struggle to afford classes if on disability benefit

### **Gender**

- Competitive swimming has more female than male swimmers
- Informal running (e.g. parkrun) has more female than male participants
- Traditional sportswear for females can put women off participating
- Include nice gardens/play area (creche) so mothers (or parents) can keep fit

### **Range of opportunities**

- Need to support community sports clubs
- Need to provide opportunities from initial participation right through to talent development (examples include 'learn to swim' through to competition squads)
- Having high quality coaches and facilities is key to offering opportunities for all levels and abilities in a sport
- Need to support minority community sports into the mainstream (e.g. Kabaddi; Tug of War) and build facilities for sports favoured by different nationalities
- The sporting offer in schools should be widened – not just traditional sports
- Please put swimming as one of your key sports. It is the highest participation sport in the country
- A few targeted sports may benefit from the Strategy at the expense of wider activities

### **School, academy and club involvement**

- Most first-time experiences of sport are forged in schools. Schools can inspire young people by working with top coaches (examples given)
- There are great opportunities for clubs to work with schools to develop plans for sports across the city (example provided is judo)
- It is important to actively involve local clubs with the schools in the city. The clubs have the facilities, equipment, qualified coaching staff, enthusiasm and in most cases opportunities for people to take part.
- Better use of school facilities and integrate sports to maximise use of facilities and sports grounds
- Education partners (schools, academies, colleges and universities) should do more to support community based coaching programmes
- Talent development is huge for schools. How can schools pool resources and bring talented young people together?

### **Cost of participation:**

- Need for fees to be structured to suit all incomes
- Need to support local, free, community events
- The cost of car parking impacts on levels of participation
- Accessing grant funding is so hard it means the agencies don't push and promote what they have to offer
- The cost of attending water parks make this an occasional treat for most people, not a regular Saturday afternoon activity

### **Talent and Ability**

- There is too much focus on participation and not enough on achieving high standards
- Creating competition in sport is what pushes people to perform to their full potential
- More support to athletes in the city should be available from the two universities
- Better to give money to support communities than talented athletes
- How many Coventry residents will benefit from investing in talented athletes – invest instead in more affordable community facilities for residents
- Children should not be denied the opportunity to compete at their full potential because their parents cannot afford to support them in doing so
- Some clubs promote elitism which most people don't like. The clubs only want stars.
- Elitism for the few, do the real job, elite athletes go to training camps, not leisure centres

### **Need for a 50m pool in the city:**

- How can the city provide high quality and exciting sporting opportunities and experiences without a 50m pool?
- If you don't replace the 50m pool the Strategy is working against itself
- Replacing the 50m pool with a 25m pool shows a hindered ambition and will deliver nothing but push the once proud city into some provincial backwaters of sport
- A 50m pool is financially sustainable and affordable. It may not make as much money as a Water Park but even that is a moot point
- The demand for the leisure centre and Olympic pool is clearly there, however lack of investment over decades has taken its toll
- Too much emphasis is being placed on leisure in the strategy – replace like for like or better.
- A 50m competition facility has the ability to inspire young people to swim
- A 50m pool offers opportunities to train and compete at the highest level
- A 50m pool enables volunteers, coaches and officials to get experience of their roles at higher-standard competitions and events
- A 50m competition pool is unique to Coventry in the West Midlands and attracts people to the city for regional and national events/galas

- Why did no Olympic swimming squad visit the city in 2012, being the only 50m pool in the Midlands?
- A world class facility will draw swimmers from far away and will help defray expenses
- The city should produce a new facility it can be truly proud of
- The ASA are trying to increase the number of 50m pools, not reduce them
- Losing a 50m pool will harm the prospects for the city of an Olympic Legacy  
Losing the 50m pool will result in the City of Coventry Swimming Club losing Beacon Status, and a reduction in the Club's funding and coaching standards
- Families whose children are competitive swimmers will not want to come to Coventry unless the facilities are there.
- The closure of the 50m pool could see the migration of the top coaches to the new 50m pool facility in Birmingham
- The majority of children aged 7-11 cannot swim more than 25m. Losing the 50m pool will reduce opportunities for young people to progress.
- Going from a 50m pool to a 25m pool will create capacity issues for swimming in the city, as well as access difficulties for other sports that rely on larger areas of water space (e.g. water polo, canoeing)
- Look at the example of Manchester which has flourished, and one reason is exemplarily sports facilities enabling high profile events to be held. e.g. Dual in the pool, which had TV exposure.
- Flexibility in the city's pool offer is important for serious swimming, water polo, synchronised swimming, diving etc.
- A water park facility will not encourage people to swim on a regular basis
- A water park will provide leisure opportunities not sporting opportunities
- It would be most beneficial to Coventry and the surrounding region should we build a multi-purpose waterpark/swimming facility to encourage children and adults alike to become more active
- The needs of the whole spectrum of swimming need to be considered – from 'learn to swim' through to national competition

**Comments on facilities (other than those relating to a 50m pool):**

- Take-up and participation are dependent on the standards of facilities
- Even if you have the facilities it is a minority that will use them. Money would be better spent on helping those less well off. If you do not have the basics for health, why on earth would you be motivated to take part in sport?
- Not selling off sports pitches for development would be a good start
- As a club we are keen to work in partnership to secure investment into community sports facilities and are interested in exploring further the community hub playing pitch sites envisaged in the strategy

- Attracting funding for Investment in Artificial Grass Pitch and changing room provision (in conjunction with other sports) would enable pressure to be taken off grass pitches, and maximise outdoor provision. The Council with other partners could generate sustainable funds to employ a bid writer to assist clubs to maximise the approach to external funding
- A closed circuit cycle track - suitable for wheelchair racing - would be a huge plus for the city
- A new city centre skatepark, preferably indoor, including a skateboarding arena area for shows. The skateparks and facilities within the city have long been classed as below average by the local skateboarders, and time and time again attempts have been made to raise awareness and improve the skateparks in Coventry. More council assistance is required to help the young people achieve this goal
- Coventry Sports Centre and Foleshill are old and no longer fit for purpose
- Why can they not be repaired? Restoration grants would be the way forward not dumbing down to smaller buildings and facilities
- Coventry Sports and Leisure Centre is still fit for purpose and is an excellent swimming pool
- Coventry Sports and Leisure Centre is an iconic part of the city centre and could do with more money invested into it for renovation rather than starting again
- It is unrealistic to think that the Local Authority can be the main provider of facilities for the future
- It sounds such a good idea. High aspirations. But will we end up spending a lot of money we can ill afford and to no good result. Do not price our citizens out of using the new facilities. Keep costs down, entrance fees low and do not charge for car parking
- Please consider all aspects (i.e. men's water polo needs a 30m pool, minimum depth 2m throughout)
- I strongly believe it's far more important to have high quality facilities with a smaller pool than to have sub-standard facilities with a larger pool
- Linking the sports strategy into the wider regeneration plans for the City Centre/Friargate is essential. Coventry has a strong history of links to sport and with the right facilities in place this can only get stronger! Targeting resources to flagship sports will encourage overall sports participation
- Cricket facilities need expanding and enhancing
- Community centres can play a key role in supporting and developing sport
- Closing Coventry Sports and Leisure Centre will result in the loss of facilities other than just pools – valued facilities for bowls; indoor roller skating, gymnastics
- Coventry has a strong history of links to sport and with the right facilities in place this can only get stronger! This will only happen if the council and partners have a clear and positive vision that will allow the city's athletes to train and compete in world class facilities. The legacy of London 2012!

- Including a spa / relaxation therapy centre will also increase visitors in the city, as there are gaps in this area and limited places to go to in the west midlands as a whole - would suggest investing in this

### **Neighbourhood provision**

- Facilities should be centrally located
- Indoor sports in the City Centre is not necessarily ideal because parking charges can double the cost of participation
- Facilities should be easily accessed throughout the city, without the need for travel
- Facilities are needed in local neighbourhoods to ensure accessibility and use
- Community sports facilities attached to existing educational facilities are ideal, as there is usually ample free parking. Public transport links to out of town venues need to be considered too
- Divide the city into four and put in place sports facilities in each quartile. Where possible, use parks and re-establish park/sports keepers to look after them, with accommodation on site, as it used to be. Make sure there is free parking space
- Each area should have a full range of sports, unless it is very specialist, in which case one centre covers these for the whole city
- We should be developing more local swimming pools example Alan Higgs centre should be further developed to include a pool
- The North West of Coventry deserves a fit for purpose sports facility which meets the needs of its community
- Would like to see Xcel type facilities in Allesley/Allesley Park/Coundon
- Hubs are essential. One large sports complex in the centre of Coventry is not the answer. Expensive bus fares, parking? Financially accessible is important
- These facilities should consist of a high quality central centre with further centres within the community. Importantly, they should work together to ensure a complimentary range of activities/facilities are available. No centre should consider itself a stand-alone facility

### **Institute of Sport**

- This is off-putting. Let's encourage healthy living
- Not sure that establishing an Institute is a good investment of government money
- An Institute of Sport and local talent identification programmes are a waste of money for most sports as the infrastructure is already in place and grants are available
- There is no point in having an Institute of Sport if there are no high quality facilities for people to train or compete in
- An Institute of Sport needs a decent swimming pool
- This is huge for schools. How can schools pool resources and bring talented young people together?

- Coventry needs to be a hub for sports again. So many talented athletes have left Coventry to train elsewhere. We need these to stay to inspire the next generation
- This is not, nor should it be the role of the Local Authority. This should be done by individual sports
- The role of the local authority is to provide quality public facilities which athletes can use, then hand over their day to day management to a competent body
- It should be the NGB's who provide the support. I agree the CCC initiative is to support these but we should not introduce more bureaucracy
- It is best to have a single lead for each sport – there is little overlap between sports and it is unlikely the Coventry Institute of Sport would have the required level of expertise

### **Football Club/Ricoh Arena**

- Given the situation with the Football Club, what can be done to support the Coventry City Academy for Football?
- Please make greater use of the Ricoh Arena
- Getting football back to the Ricoh would be a start..... We are in a situation where young fans have nothing to support and will turn off sport completely
- Until the issues are fully thrashed out satisfactorily between the Council and the Football Club to the approval of the fans, I believe the Council will struggle to meet this objective comfortably

### **Coventry Sports Network/Partnerships**

- Coventry is a diverse city with talent and needs infrastructure/organisation behind its sports provision
- There are some strong sporting partnerships within the city and their experiences and expertise need to be accessed to help move the strategies forward
- You need to ensure that ALL stake holders have a voice and recognise that most stake holders are volunteers and are usually employed full time in jobs unrelated to the sport they represent. Meetings must be arranged at times and in venues that recognise the contribution of these volunteers
- There are so many diverse sporting partners in the City - it would be fantastic to have a local forum that is more accessible to the general public, where all the partners can be contacted. This would greatly enhance participation in sports
- This is great in principle, but I fear decision by committee - and a committee where everyone has a vested interest. Must ensure some unbiased voices on this group too - and the community voice - not just the pro-sports people
- Who are the partners? Will they include people who have a perspective on disability?
- Strong partnerships with local clubs and organisations are essential to guiding and moving the strategy forward
- I think municipal authority should retain ownership of sites and have a steering role

- At present secondary school heads of department, lost their link Coventry City person. This has not been replaced. We must get all heads of PE to develop City wide plan that links into aims being addressed
- It's right to work together so that thinking is joined up across the city - this will only work if all sports providers are part of it, you all learn from each other and if you listen to Coventry people
- Would CSN be one committee or will there be small ones representing an individual sport, because the larger sports activities will always have bigger say to where the grants and money will end up
- The strategy has been developed on the basis of a few questions asked of the club coach and chairman, how is this partnership? The club has worked effectively with the Coventry Leisure Centre and many other sporting facilities for years, it has worked to build relations with other sports centre to promote the pathways programme and secure funding from sporting organisations. As a key stakeholder in the Aquatics Strategy you would of thought that the club would of have been part of shaping the Strategy
- Does this include small specialist groups like marshal arts and different sports, dance and games? Will they get rate rebates and other support? It will have to be properly administrated and monitored, but some 'street' based activities attract the marginalised youth
- The club supports the establishment of a Coventry Sports Network but this has to reach beyond the big institutions and National Governing Bodies and engage the clubs on the ground that are delivering sports to young people and adults
- We need a 'plan on a page' to help clubs navigate through the maze of 'players' - Coventry City Council, CSW Sport, National Governing Bodies etc.
- All our sporting partners in the city need to have their expertise and experiences assessed to help move forward
- With the level of obesity in the city the focus should be on getting people active so a wider partnership including health for example is what necessary
- I agree in principle but don't see Coventry doing enough to promote culture, heritage, events and tourism anyway

### **Funding/Resources**

- Sport needs investment to ensure that we have a first class base for the continuing wealth of the people and trade of this city. Funding can be found for less important matters and I am sure that the funding to keep the high level of sporting achievement in Coventry through coaching could be maintained
- Investment is needed in a variety of sports especially where it is gender dominated or does not cater for those with disabilities
- What if you don't get the funding?



## **Volunteering**

- Clubs rely too heavily on volunteers who receive few perks or rewards
- There is no point in having great facilities if you haven't got good coaches and volunteers
- There are great opportunities to volunteer at local schools (e.g. Sports Attendant)
- People are working longer and have less time to volunteer – we cannot rely on volunteers for our sport in the way that we used to
- Pathways to employment are not clear in most sports and are far from straightforward
- Could volunteering be linked to getting benefits for a set period? It would give people who were unemployed something to get up for and encourage them to network
- Financial support for volunteers/volunteering programmes is a great idea and will really help clubs and individuals meet the costs of training, insurance etc.
- Incentives to volunteer don't have to be financial
- Need to find ways to recognise the contribution people make
- Volunteer officials are not adequately supported by the clubs and organisations they support. There won't be any referees in the future if they are not shown respect now
- Volunteers need to know what they are doing, which requires a mature club structure, which in turn is strengthened by having a club base, and support mechanisms in place
- It would help if better information and club based support could be made available to allow clubs to avail themselves of opportunities to support volunteers
- A comprehensive club, volunteer and coach education programme that includes pathways to employment will give people life chances and experiences

## **Coaching**

- Need to provide more local, accessible coaching courses to raise the standard of coaching

## **Competitions**

- Coventry has very little of this. We have a football team that doesn't even play in the city. The demise of the Godiva club and the rugby, speedway etc. are all very sad and we need to do something to re-energise the city
- We should attract more competitions as these generate inspiration and aspirations
- National events only will come to facilities of a national standard (e.g. 50m pool, football arena, gymnastics)
- To help skateboarding in Coventry progress we need more events like the summer jam in 2012 outside of the transport museum to promote skateboarding and maybe charge an entry fee to raise money for a new skatepark
- To stage big events you need big venues. Football and rugby have been a success at the Ricoh Arena the same could be achieved with a shiny new swimming venue on a par

with the existing one with a similar amount of spectator seating (e.g. biathlon, swimming, triathlon and diving)

- You have listed 11 high profile events in the strategy document, what is not clear in the this document is that at least four of those events would not even have entertained coming to Coventry if it had not been for the 50m pool
- Events deliver knock-on benefits for jobs and the economy via local hotels, shops and restaurants. This is the fiscal sweet-spot of attracting visitors to Coventry
- Coventry doesn't host enough sport. 11th largest city but we are being left behind
- Not sure Coventry has the national appeal to pull in such events
- Good idea and would promote Coventry for the right reasons and I would be in favour of this
- This is great to hear. I'm proud of my City and I feel we as a City are capable of so much more. It's crucial that the council takes the lead in driving the ambition of our city forward
- If events come to the city, it gives people a chance to see how it is played properly at a competitive level and can encourage and inspire people to do the same
- The selected events need to represent all target groups, differing ages, gender, able/disabled sports, team and individual activities, Some major "sport for all" events need to be included as well as those showcasing elite performance
- Huge opportunities with NFL games being hosted at Wembley with potential partnerships to hold future events or possible games at the Ricoh
- Although it's good to have high profile events in the City (e.g. Olympic football) this shouldn't be at the expense of grass roots activities
- Can't do this without a football team in their city. Use Ricoh Arena. We do not have provision for the general public, yet you wish to bid for events to which there is no interest
- Sometimes we aspire too high. Think about the citizens. How much can they afford to pay to use these super facilities? Do we want them to get great headlines once a year, or do we want a usable and affordable facility for the citizens of Coventry?
- The heritage of a successful swimming club in Coventry already created a profile nationally and internationally, but lack of investment over many years has undermined this. Closing the 50m pool works directly against these strategic objectives

### **Sports clubs**

- Clubmark accreditation is a goal but sometimes needs a nudge
- Clubmark is not being adequately promoted or supported by the agencies
- Clubs in one sport can work collaboratively to support development in another
- The most important thing the Council can do to promote sport in the city is to promote and market the clubs
- Do not spend too much time focussing on the influence of National Governing Bodies

- As a club we fully support the Council's strategic aim to use sport to improve outcomes for local people. The recent proposal to reduce and remove funding from sports clubs through the removal and reduction in discretionary rate relief support is counter intuitive to this strategic objective, and should be reconsidered as part of the sports strategy for approval

### **Making Coventry a better place to live, work and visit**

- A good/better place to work/ live is a healthier place - brings the community together
- Sport is a good way to help keep one's health and also the wellbeing of the mind. The NHS would also benefit as not so much money would be required in treating the people of this city and surrounding areas
- Need to have a very effective way of evaluating how regular sports participation addresses public health inequalities in the city and how they promote and encourage social inclusion and community cohesion
- With better facilities people will want to live near work and visit the city
- Coventry has a poor reputation. Sport events like we had at the 2012 Olympics would really unite everyone and make Coventry a happy and healthy place to live
- Coventry has been in decline with the recession and major industry moving out. New ideas and motivation definitely required
- Sport is a cornerstone of attractive cities however other social factors must be considered
- Coventry Sports Centre is an important part of the city's cultural heritage - so I hope that when you mention "proposed regeneration schemes" you don't mean closing this down
- Providing sporting opportunities and facilities to the wider population ought to make Coventry a more desirable place to be
- This city needs a big uplift and sport can play a big part
- Sport is the answer for many issues including health
- Use of the canal for walking, cycling, fishing, canoeing stops it being a forgotten corridor for delinquents
- Encourage cycling by ensuring dedicated routes with connections to local towns and cities
- Sport is something that breaks through religious, cultural and class barriers so the above is essential if progress is to be made
- It will bring tourism into the city and create new jobs, as well as giving the people of Coventry something to be proud of
- It would be good to hear some mention of sports apprenticeships in this. The regeneration has to be inspirational in attracting people to the city, and if the Ricoh is to be the centre for many sporting events, this has further implications for the transport

infrastructure which have yet to be addressed. Coventry will be on a limb if HS2 is ever built, so pressure has to be maintained so that current rail links are not reduced

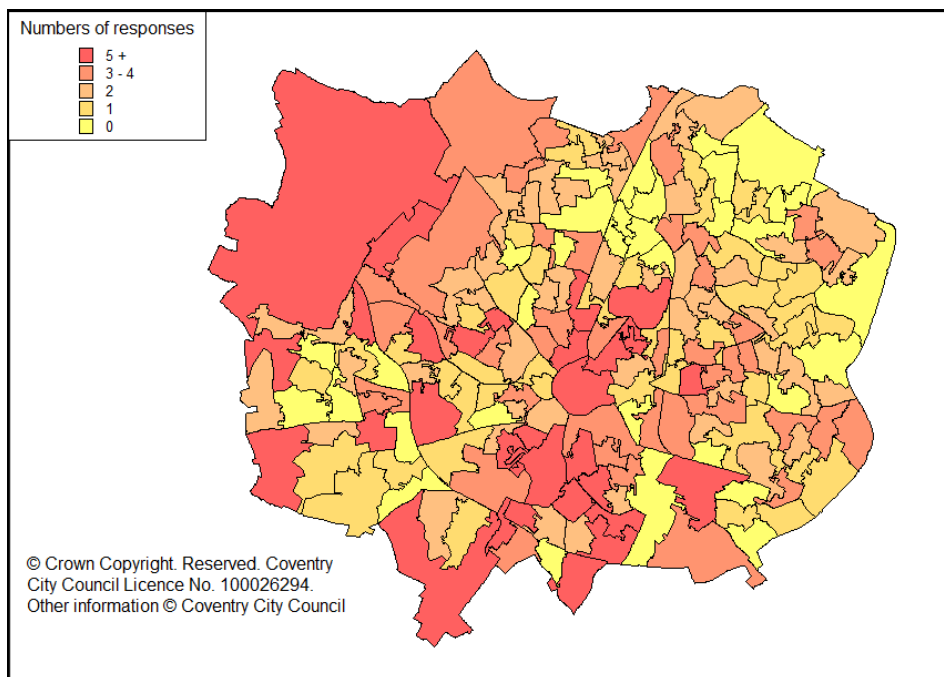
**Disagree with vision and aims**

- There must be focus within the objectives – more and more will deliver less and less
- The draft Aquatic Strategy will hinder rather than support delivery of the Sports Strategy
- The strategy refers to Sport but the proposed changes to the pool relate to leisure
- The Vision Aims and Strategic Objectives are only there to hide the real intention to close Coventry Sports and Leisure Centre

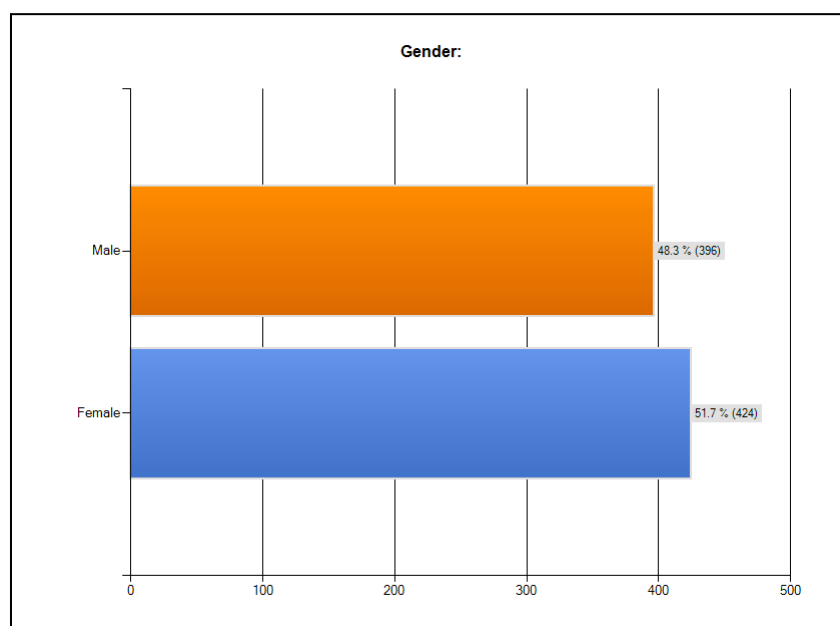
## 7. Profile of respondents

### Postcode

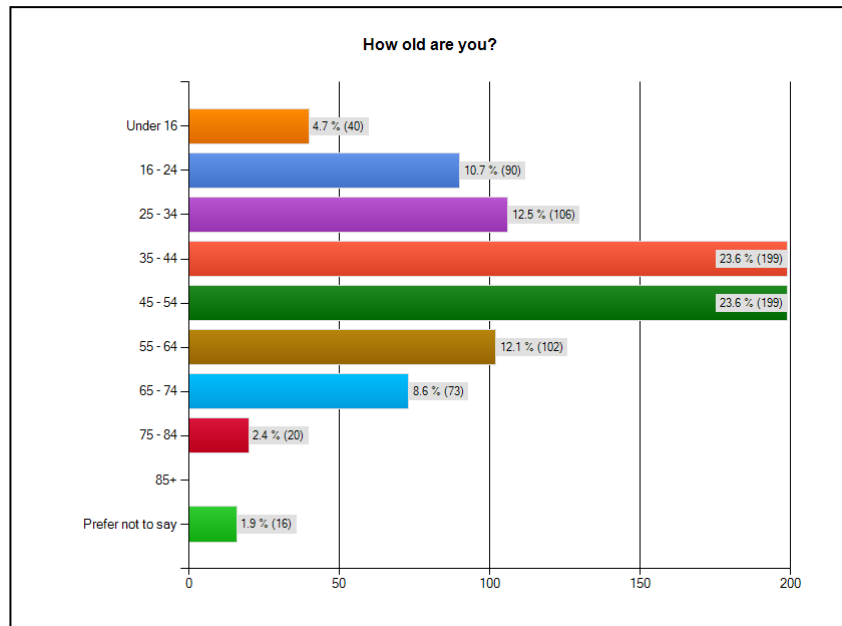
Category of postcode	Count	Percentage
Coventry	499	67.7
Not Coventry	166	22.5
incomplete or incorrect	72	9.8
<b>Grand Total</b>	<b>737</b>	<b>100.0</b>



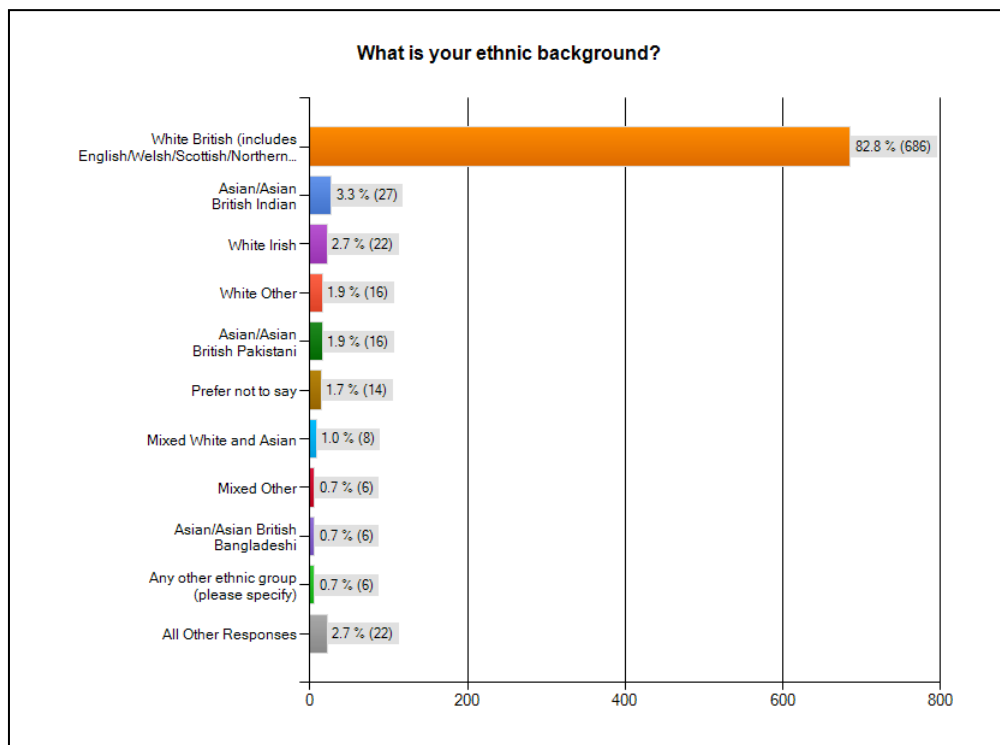
### Gender



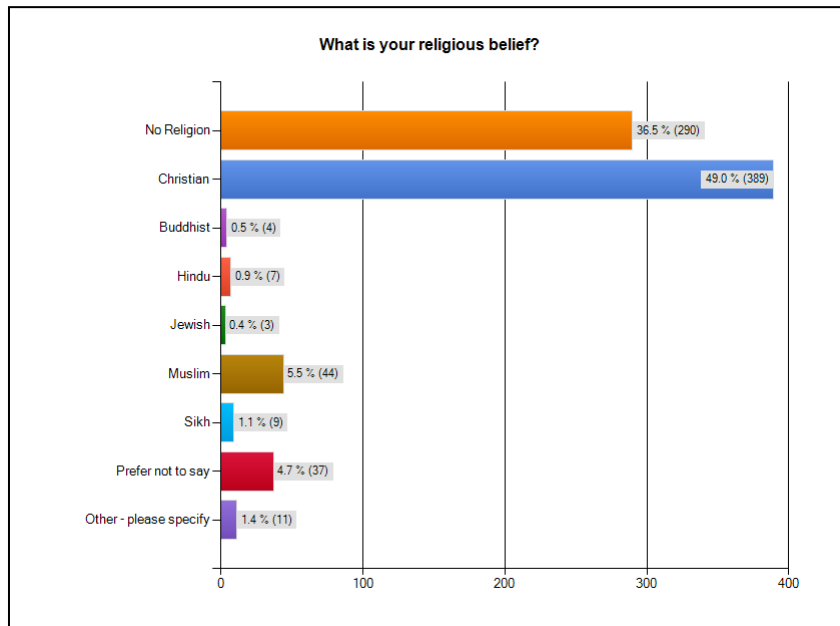
## Age



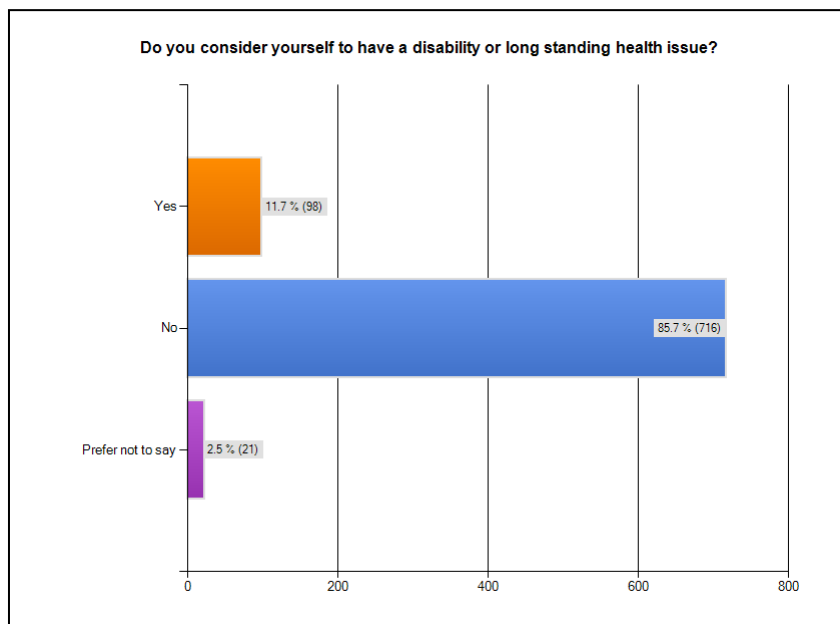
## Ethnic background



## Religious belief



## Disability/long standing health issue



## 8. Conclusions

- The Strategy was very well received and there was little opposition to either the Vision Aims or the Strategic Objectives. There was agreement to all eight of the Vision Aims from at least 80% of all respondents.
- The biggest objection was around the proposed loss of the 50m swimming pool. Each Vision Aim invited comments and there was also a general comments section at the end. In total 3,022 comments were received, and of these 1,573 were objections to the loss of the 50m pool.
- A need to ensure sport provision and support for disabled people was also highlighted in the consultation. In total 101 comments were received supporting the need for increased participation from disabled people and for facilities for disabled people.
- Many of the respondents commented on the need for high quality facilities for all abilities. In total there were 250 comments relating to this, and many of these also referred to the need for facilities in neighbourhoods.
- The importance of links to schools and the need for opportunities for young people was highlighted, 101 comments were received on this subject.
- Linking sport to public health received 51 comments, with respondents wanting to see more done to improve the health of local people through sport.
- Vision Aim 7 refers to the creation of a strategic Coventry Sports Network. This was supported, but 44 comments were received regarding the potential membership and nature of the group/partnership.
- One of the strategic objectives within Vision Aim 8 refers to connecting sport to the city's cultural, heritage, events and tourism offers. This was very well received and 56 individual comments were received supporting this.



## Appendix 3: Coventry Sports Strategy 2014-2024: Equality and Consultation Analysis

### Context

<b>Name of Review</b>	<b>Coventry Sport Strategy 2014 -2024</b>
<b>Service Manager</b>	<b>David Cockroft</b>
<b>Officer completing analysis</b>	<b>David Nuttall</b>
<b>Date</b>	<b>27 June 2014</b>

### Scoping area of work

Work to develop the Coventry Sports Strategy 2014 – 2024 started with a detailed review of current sporting provision in the city. The findings of this review were then considered, taking into account various local, regional and national strategies.

In 2012, local people were asked to take part in the Coventry Sports and Leisure Survey. The survey attracted 1,532 responses and provided valuable insight into which sports are enjoyed by people in Coventry, where they take part and their satisfaction with local facilities.

Assessments of the city's indoor sports facilities and outdoor playing pitches were also carried out. These assessments provided a detailed picture of current indoor and outdoor sports provision in Coventry, showing the number, location, quality and use of the city's indoor facilities and pitches.

Discussions with key stakeholders and partners further informed and shaped the Strategy, until eight Vision Aims and 37 supporting Strategic Objectives emerged. The Vision Aims will remain constant, whilst the Strategic Objectives should continue to evolve in response to changes in the local, regional and national context. A Coventry Sports Network will manage and monitor the implementation of the Strategy and will work with sporting partners, clubs and organisations to develop and deliver specific action plans.

Coventry is looking to build upon the significant investment that it has made in sport over the last ten years. This Strategy will ensure that the city continues to grow and improve its sporting structures and the opportunities and experiences they offer, ensuring that the benefits of sport are seen across all aspects of city life.

## Public Sector Equality Duty

### 1. Which, if any, parts of the general equality duty is the service relevant to? Please mark with an 'X'

	Eliminate discrimination, harassment and victimisation
X	Advance equality of opportunity between people who share relevant protected characteristics and those who do not
X	Foster good relations between people who share relevant protected characteristics and those who do not

## Gathering Information and Data

### 2. Who are the key groups that could be impacted by this work/service, including service users both existing and potential and stakeholders?

Coventry residents – particularly children and young people, disabled people, females and people on lower incomes

Children and young people

Disabled people

Talented athletes

Coventry Sports and Leisure Centre casual users

Coventry Sports and Leisure Centre members

Coventry Sports and Leisure Centre non users and potential users

City of Coventry Swimming Club

City of Coventry Indoor Bowls Club

Users of the Coventry Sports and Leisure Centre sports halls

Community groups – including community sports clubs

Coventry, Solihull and Warwickshire Sport (CSW)

Coventry Sports Trust

Coventry Sports Foundation

National Governing Bodies of Sport

Schools and academies

Sport England

Sports coaches, facilitators and volunteers

Coventry University

University of Warwick

Public Health

**3. From the list above, which of these constitute protected groups or vulnerable communities (e.g. those experiencing deprivation)?**

Children and young people

Disabled people

Females

Also, individuals within the following stakeholder groups:

Coventry Sports and Leisure Centre casual users

Coventry Sports and Leisure Centre members

Coventry Sports and Leisure Centre non users and potential users

City of Coventry Swimming Club

City of Coventry Indoor Bowls Club

Users of the Coventry Sports and Leisure Centre sports halls

Sports coaches, facilitators and volunteers

Talented athletes

Schools and academies

Community groups – including community sports clubs

**4. Which of the key protected groups and stakeholders representatives will need to be kept informed, consulted or actively involved in this area of work?**

<b>Key Stakeholder</b>	<b>*Type of Involvement</b>	<b>Method(s) used</b>
Community groups	Consultation	Direct contact, CSN website
Schools and academies	Involvement	Direct contact, ongoing dialogue
Females	Consultation	Via web, social media, presentations at ward forums, questionnaires, focus groups etc.
People on lower incomes	Consultation	Via web, social media, presentations at ward forums, questionnaires, focus groups etc.,
Children and young people	Consultation	Via young people's network, web, social media,

<b>Key Stakeholder</b>	<b>*Type of Involvement</b>	<b>Method(s) used</b>
		presentations at ward forums, questionnaires, focus groups etc.
Older People	Consultation	Via young people's network, web, social media, presentations at ward forums, questionnaires, focus groups etc.
People with disabilities	Consultation	Via web, social media, presentations at ward forums, questionnaires, focus groups etc.,.
Coventry Sports Trust	Involvement	Direct contact, ongoing dialogue
Coventry Sports Foundation	Involvement	Direct contact, ongoing dialogue
Coventry, Solihull and Warwickshire Sport (CSW)	Involvement	Direct contact, ongoing dialogue
National Governing Bodies of Sport	Involvement	Direct contact, ongoing dialogue
Sport England	Involvement	Direct contact, ongoing dialogue
Coventry Sports and Leisure Centre casual users	Consultation/ Information	Via web, social media, presentations at ward forums, questionnaires, focus groups etc.,.
Coventry Sports and Leisure Centre members	Consultation/ Information	Via web, social media, presentations at ward forums, questionnaires, focus groups etc.,.
Coventry Sports and Leisure Centre non users and potential users	Consultation/ Information	Via web, social media, presentations at ward forums, questionnaires, focus groups etc.,.
City of Coventry Swimming Club	Consultation/ Information	Direct contact, ongoing dialogue

<b>Key Stakeholder</b>	<b>*Type of Involvement</b>	<b>Method(s) used</b>
City of Coventry Indoor Bowls Club	Consultation/ Information	Direct contact, ongoing dialogue
Users of Coventry Sports and Leisure Centre sports hall	Consultation/ Information	Direct contact, ongoing dialogue
Sports coaches, facilitators and volunteers	Consultation/ Information	Direct contact, ongoing dialogue
Talented athletes	Consultation/ Information	Direct contact, ongoing dialogue
Coventry University	Involvement	Direct contact, ongoing dialogue
University of Warwick	Involvement	Direct contact, ongoing dialogue
Public Health	Involvement	Direct contact, ongoing dialogue

*\* Information, Consultation or Involvement*

## **Analysis**

### **5. What information is currently available to be used as part of this analysis including data on current and potential service user, workforce etc?**

A detailed review of current sporting provision in Coventry has been carried out and the findings considered, taking into account various local, regional and national strategies.

The Coventry Sports and Leisure Survey (2012) has also provided valuable insight into which sports are enjoyed by people, where they take part and their satisfaction with local facilities. Detailed assessments of Coventry's indoor sports facilities and outdoor playing pitches have also provided a picture of the number, location, quality and current use of the city's facilities and pitches.

#### **What are the information gaps?**

*(i) Some member demographic data for Coventry Sports Foundation (CSF) and Coventry Sports Trust (CST) sites.*

CSF requests the following demographic and personal information from people registering as members for its facilities: title; first name; surname; address; date of birth; ethnic origin; telephone numbers; email address; activities they are interested in; employment status, and; how they would travel to the centre(s). With reference to the 'protected' groups under equalities legislation, CSF does not currently request information on gender; disability; sexual orientation, gender reassignment; religion or belief; pregnancy, maternity or breastfeeding

CST – requests the following demographic and personal information from people registering as members for its facilities: name; address; telephone numbers; occupation; email address; how often they would be attending the leisure centres and at what time of day; activities within the membership they would be interested in using; whether they currently exercise and how often (incl. exercise history); expectations from their personal programme; medical conditions / history. With reference to the 'protected' groups under equalities legislation, CST does not currently request information on gender; disability; ethnic origin; sexual orientation, gender reassignment; religion or belief; pregnancy, maternity or breastfeeding.

(ii) *Casual user (non-member) demographics for CSF and CST sites.*

Leisure centres do not customarily collect demographic or personal data from centre users who book or access the facilities on a casual, 'pay and play' basis. The exception to this would be where specific customer surveys or research are undertaken. Casual users of leisure centres were indeed, therefore, included amongst survey respondents to the Coventry Sports Strategy 2012 -2014 consultation.

## **6. How are you going to address the gaps?**

Throughout the consultation the demographic data of respondents was monitored to ensure that all demographics were given an equal opportunity to be consulted. Where gaps were highlighted, groups were targeted and informed of the consultation and how to be involved.

## **Summary of Data**

### **7. Please provide a summary of what the data is telling you and what key issues the data is telling you.**

#### **Indoor Sports Facilities Audit**

- The quality of indoor facilities varies greatly - from those that are of 'very poor' quality to those that are 'very good' quality
- Many of the city's indoor facilities are located within schools, which offer varying levels of community use

- Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre are both no longer 'fit for purpose'
- Funding currently being used to support these ageing public sports facilities could be used to invest in new, modern facilities
- Swimming pool provision across the city will need to be considered in light of the proposed closure of Coventry Sports and Leisure Centre.

### **Coventry Sports & Leisure Survey and Associated Research**

- In Coventry, the proportion of women regularly taking part in sport is less than half that of men
- The proportion of disabled people taking part in sport in the city is less than both national and regional averages
- The sports that people most take part in are keep fit / gym; football; swimming; athletics; and cycling
- Swimming and keep fit / gym are the sports that attract the most participants from all backgrounds
- Swimming is the activity most likely to encourage new participation
- The Xcel Leisure Centre and Alan Higgs Centre are the public sports centres that draw the highest levels of satisfaction
- Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre are the public sports centres that draw the lowest levels of satisfaction

### **Playing Pitch Audit**

- The city wide use of playing pitches should be coordinated and managed more effectively. Future investment in pitches will be required to meet the expected growth in Coventry's population
- The development of larger clubs should be encouraged so that more play can be effectively managed on fewer sites
- Pitches at education sites should be managed in ways that make them easier for the community to access
- Some community club house / changing facilities need improving to encourage more juniors and females to take part.
- Some clubs have concerns over the long-term future of their sports facilities and pitches

## Indoor Sports Facilities Audit

- The quality of indoor facilities varies greatly - from those that are of 'very poor' quality to those that are 'very good' quality
- Many of the city's indoor facilities are located within schools, which offer varying levels of community use
- Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre are both no longer 'fit for purpose'
- Funding currently being used to support these ageing public sports facilities could be used to invest in new, modern facilities
- Swimming pool provision across the city will need to be considered in light of the proposed closure of Coventry Sports and Leisure Centre

## Generating and evaluating options

### 8. What are the different options being proposed to stakeholders?

The Strategy makes provisions across the 37 Strategic Objectives, focused around the following:

- (i) increasing and widening participation in sport.
- (ii) increasing the number of people receiving sports coaching.
- (iii) increasing the number of people volunteering in sport.
- (iv) establishing and embedding a Coventry Institute of Sport (to provide early specialist support services for talented athletes).
- (v) developing city centre sports facilities that are accessible, high quality, sustainable and of significance to the Midlands (through closing the Coventry Sports and Leisure Centre and investing in a city centre destination facility).
- (vi) attracting high profile sporting events to the city.
- (vii) establishing a Coventry Sports Network.
- (viii) harnessing the power of sport to promote community cohesion and address public health inequalities in the city.

Within the provisions of the Strategy, an investment model is proposed based on the following principles:

- (i) Recycling of Council funding from financially unsustainable facilities and operating models.
- (ii) Profitability of facilities to remove the need for subsidy.
- (iii) Seeking grants to support capital developments.
- (iv) Sweating existing assets.
- (v) Investing further in neighbourhood provision, where there is proven demand.



Whilst city centre sport and public leisure provision will be considered in the Cabinet Report entitled City Centre Sports and Public Leisure Facility Development, the proposals for a new, high quality and accessible city centre destination facility are referenced in the Strategy proposals as it is recognised that city centre provision forms a key part of the sport and public leisure offer. The modelled options considered for city centre provision were as follows:

1. Continue to operate the existing Coventry Sports and Leisure Centre (CSLC) facilities, whilst modernising it in phases over the course of the equivalent modelling period that has been applied to all of the options.
- 2a Completely modernise the existing facility mix within CSLC and retaining the existing layout of facilities.
- 2b Completely modernise the existing facility mix within the wet side only of CSLC and retaining the existing layout of facilities within this area.
- 3a Completely reconfigure and modernise the existing building to expand the 50m pool and leisure water areas and reconfigure the dry side to become event spaces for sports hall, bowls and squash and a bespoke dojo/martial arts area.
- 3b Completely reconfigure and modernise the existing wet side of the building only, with dry side to be demolished. Reconfiguration to include the building of a sports hall space and bowls over the 50m pool area and a 25m x 8 pool in leisure/learner water area.
- 4a Build a completely new replacement facility on the existing CSLC site to include a new facility mix, built to modern standards and specifications.
- 4b Build a completely new replacement facility on a new city centre site to include a new facility, built to modern standards and specifications.
- 5a Build a completely new replacement facility on the existing CSLC site as part of a wider urban development, to include a new facility mix, built to modern standards and specifications.
- 5b Build a completely new replacement facility on a new city centre site as part of a wider urban development, to include a new facility mix, built to modern standards and specifications.
- 6a Build a new destination leisure facility on a new city centre site to incorporate the partial re-provisioning of indoor bowls.
- 6b Build a new destination leisure facility on a new city centre site to incorporate day health spa provision, without re-provisioning of indoor bowls.
- 7 Close the existing CSLC and do not re-provide any public leisure centre facilities within the city centre.

- 8a Build a new leisure centre on a new city centre site to include a 50m x 8 lane swimming pool complete with booms and a moveable floor .
- 8b Build a new leisure centre on a new city centre site to include a 50m x 8 lane swimming pool complete with booms and a moveable floor, along with a 20m warm up pool,
- 8c Build a new leisure centre on a new city centre site to include a 50m x 8 lane swimming pool complete with booms and a moveable floor, along with a family splash pool.
- 8d Build a new leisure centre on a new city centre site to include a 50m x 8 lane swimming pool complete with booms and a moveable floor, diving at one end of the pool and a 20m warm up pool.

**9. How will the options impact protected groups or vulnerable groups e.g. those experiencing deprivation?**

Local communities include representatives of the protected groups, so in general terms all groups would be impacted in proportion to their level of representation in the community. However, the different options may impact on specific groups disproportionately, as outlined below:

- 1,2,3 Any refurbishment of the facilities within the existing structure would lead to an inefficient use of space for users, with the facilities also not being refurbished to modern specifications and standards. There would still be insufficient access for people with disabilities and gaps in provision during modernisation and refurbishment.
- 4a, 5a A completely new replacement facility on the existing site would mean that there would be no city centre provision for approximately two years plus demolition time. It would, however, allow for a more accessible building than is currently provided (where access and circulation routes are inefficient and present a number of difficulties for disabled users) and would provide more modern facilities for all.
- 4b, 5b A completely new replacement facility on a new site would mitigate the negative impacts of 4a and 5a and enable a more accessible building and more modern facilities.
- 6a A new destination leisure facility on a new city centre site (to incorporate the partial re-provisioning of bowls) would mean there would a seamless transition in the provision of city centre sports and public leisure services. Any issues raised by older people with regards to activities – bowls was particularly highlighted in consultation – could be mitigated.
- 6b A new destination leisure facility on a new city centre site to incorporate health day spa provision without the partial re-

provisioning of bowls would mean there would be a seamless transition in the provision of city centre sports and public leisure services, but would not mitigate the issues raised by older people in relation to provision for their age groups, without additional off-site provision.

- 7 Closing the existing provision with no re provision would mean a huge deficit in provision for all local people. This would also impact on existing provision in the city with more demands on these facilities.
- 8 Options including a 50m x 8 pool would be of particular benefit to the City of Coventry Swimming Club members and some leisure swimmers, but would mean that there would not be space for the provision of significant leisure swimming/water park facilities which would encourage more participation by children, younger people and families, and those people who would not usually participate in sport.

**10. Please detail how you could mitigate any negative impacts**

- It would be difficult to mitigate impacts under options 1, 2 and 3, 4a, 5a, and 7 due to the lack of any other city centre sport facilities, and in particular wet-side facilities. Use of a temporary pool could be considered to mitigate the above risks, but would come at significant additional cost to the authority.
- There are no negative impacts on vulnerable groups from options 4b, 5b or 6a
- To mitigate the loss of bowls provision under option 6b, a suitable site could be considered elsewhere in the city.
- Option 8 could be mitigated through programming sports hall activities at other sports and leisure facilities in the city and by finding a suitable site elsewhere in the city for the re-provisioning of indoor bowls.

**11. Identify which stakeholders would be positively/negatively affected by the options (consider contractors/service users/employees).**

**Options 1, 2, 3:** Negatively - all users and potential users, disabled groups

**Options 4a, 5a, 7:** Negatively – all users and potential users, disabled groups, older people, children and young people, City of Coventry Swimming Club

**Options 4b, 5b, 6a:** Positively – children and younger people, people with disabilities, CSLC members and casual users, indoor bowls clubs

Negatively – City of Coventry Swimming Club, users of CSLC sports hall

- Option 6b:** Positively - children and younger people, people with disabilities, CSLC members and casual users.
- Negatively – City of Coventry Swimming Club, users of CSLC sports hall, indoor bowls clubs
- Options 8a, 8b, 8c 8d:** Positively – Some CSLC users and potential users, CSLC members and casual users, City of Coventry Swimming Club
- Negatively – Some users of CSLC sports hall, indoor bowls clubs

## Formal Consultation

### 12. Who took part in the consultation? Please also specify representatives of any protected groups for example service users, employees, partners etc.

To capture responses to the consultation, from 12 February 2014 to 24 March 2014, a survey was available online via a new website ([www.covsport.org.uk](http://www.covsport.org.uk)). This was linked to the Council's website and the CSF and CST websites, Twitter feeds and Facebook profiles. A link to the survey was further sent to CSF and CST members, to local community groups and to the Council's database of local people who have registered an interest in taking part in consultations/surveys. All Coventry schools also received a link to the survey, and paper surveys (to complete by hand) were made available at the following diverse range of settings:

- Alan Higgs Centre
- Brandon Wood Golf Club
- Centre AT7
- Community centres
- Community sport clubs
- Council House and other civic buildings (e.g. Civic Centre 1, Civic Centre 4);
- Coventry Sports and Leisure Centre
- Coventry University
- Foleshill Sports and Leisure Centre
- Libraries (all the city's libraries)
- Moat House Leisure and Neighbourhood Centre
- University of Warwick
- Xcel Leisure Centre

Midway through the consultation, an analysis of responses showed there had been comparatively few responses from people from Black and Minority Ethnic (BME) groups. The survey was then sent directly to a range of representative groups with support from Coventry Partnership, Voluntary Action Coventry and through direct contact with religious groups.

Two engagement events were also held for local sports clubs (one event in the north of the city and one in the south). All neighbourhood forums were offered a presentation from the project Strategy group. Nine of the neighbourhood forums accepted the offer and received a presentation. Face-to-face meetings were also held with representatives of individual stakeholder groups and bodies.

A total of 1,056 survey responses were received during the public consultation on the draft Sports Strategy. Of these, 704 were received online and 352 were received via the paper questionnaire, by letter or at the club night.

Of all the responses received where demographic information was given, there was an almost even representation from males and females. Almost half the respondents were aged between 35 and 54 years, with all ranges to 85 years represented.

Almost 83% of respondents were of a white British ethnic background, and almost half of the respondents have a Christian belief and 36.5% having no religious belief. Almost 12% of the responses were from people who consider themselves to be disabled or having a long standing health issue.

**13. Are there any protected groups that you have not consulted with? If so, why not?(Some groups might not be relevant)**

As outlined above, the consultation was open to all local people, and efforts were made to consult with a wide range of residents and local people through a variety of forms (e.g. schools, neighbourhood forums, community buildings, stakeholder groups etc.).

Midway through the consultation, an analysis of responses showed there had been comparatively few responses from people from Black and Minority Ethnic (BME) groups. The survey was then sent directly to a range of representative groups with support from Coventry Partnership, Voluntary Action Coventry and through direct contact with religious groups.

Given the sample size and the demographic profile of those responding, it is felt that all relevant protected groups were offered appropriate opportunities to engage in the consultation process and all relevant groups were included in the responses to the survey and the wider consultation exercises.

#### **14. What are the key findings of the consultation?**

- The Strategy was very well received and there was little opposition to either the aims or the strategic objectives. There was agreement to all eight of the vision aims from at least 80% of all respondents.
- The biggest objection is around the proposed loss of the 50m swimming pool. Each Vision Aim invited comments and there was also a general comments section at the end. In total 3,022 comments were received, and of these 1,573 (52%) were objections to the loss of the 50m pool.
- A need to ensure sport provision and support for disabled people was also highlighted in the consultation. In total 25 comments (2.3% of all comments) were received supporting the need for increased participation from disabled people and for facilities for disabled people.
- Many of the respondents commented on the need for high quality facilities for all abilities. In total there were 250 comments relating to this, and many of these also referred to the need for facilities in neighbourhoods.
- The importance of links to schools and the need for opportunities for young people was highlighted, 101 comments were received on this subject.
- Linking sport to public health received 51 comments, with respondents wanting to see more done to improve the health of local people through sport.
- Vision Aim 7 refers to the creation of a strategic Coventry Sports Network. This was supported, but 44 comments were received regarding the potential membership of the group and the need for this to be appropriately formed.
- One of the Strategic Objectives within Vision Aim 8 refers to connecting sport to the city's cultural, heritage, events and tourism offers. This was very well received and 56 individual comments were received supporting this.
- Comments relating to age were made by 46 respondents. These were almost equally spread between a need for more sporting opportunities for children and young people and older people. A number of comments also supported better use of schools as a sporting venue.
- Very few (three) comments were received in relation to gender, although support for Vision Aim 1 – relating to increased participation for females – was very well supported.
- Five comments were received supporting sport provision within neighbourhoods and how this could help those with an economic disadvantage participate more in sport.

- Four comments were received regarding race and religion. These related to incorporating minority community sports into programmes and ensuring cultural and BME representation on partnerships.

**15. Following the consultation, what additional equality issues have emerged (if any)?**

None

**16. Have any of the options, service models etc changed following consultation? If so, please provide details of the changes made:**

- The option of a 50m pool being included within the facility mix for a proposed new city centre leisure facility has been considered.
- The equalities issues raised within the consultation are supported by the Sports Strategy, which makes clear commitments to widening access to sport and increasing participation in sport amongst groups currently under-represented in sport (including a number of the protected groups).

### **Equality Impact of Final Option**

**17. Following consultation, please indicate which of the following best describes the equality impact of this analysis.**

There will be no equality impact if the proposed option is implemented.

There will be positive equality impact if the proposed option is implemented.

There will be negative equality impact if the preferred option is implemented, but this can be objectively justified. Please state clearly what this justification is and what steps will be taken to ameliorate the negative impact.

**18. How will the changes be monitored for equalities over the next 6 – 12 months?**

- Ongoing consultation and dialogue with stakeholders and vulnerable groups
- Full design consultation for new city centre leisure facility
- Coventry Sports Network to oversee the implementation of the strategy and its monitoring and evaluation

**19. What is any will be the impact on the workforce following implementation of the final option? Please make reference to the relevant equality groups (as protected under the Equality Act).**

The recommended option proposes investment in the development of a new city centre wet-side (including a destination water park and 25m swimming pool. The recommended option further proposes the subsequent decommissioning and closure of Coventry Sports and Leisure Centre.

Any changes to staffing structures across CST resulting as a consequence of the recommended option would be subject to change proposals presented by the organisation and would be managed independently by CST as the employer of all potentially affected staff.

For the purposes of monitoring, the current staffing profile for CST staff employed at Coventry Sports and Leisure Centre is outlined below.

*Age and gender profile:*

**Total Staff**

<b>Age</b>	<b>Male</b>	<b>Female</b>
<b>16-25</b>	<b>56</b>	<b>46</b>
<b>26-35</b>	<b>16</b>	<b>16</b>
<b>36-45</b>	<b>6</b>	<b>7</b>
<b>46-55</b>	<b>10</b>	<b>16</b>
<b>56-65</b>	<b>2</b>	<b>5</b>
<b>66+</b>	<b>0</b>	<b>2</b>
	<b>90</b>	<b>92</b>



Ethnicity Profile:

Total staff

	White British	Asian or Asian British	Mixed	Black or Black British	Other	Total
16-25	90	2	5	3	2	102
26-35	25	5	0	1	1	32
36-45	9	1	0	1	2	13
46-55	21	0	0	4	1	26
56-65	6	1	0	0	0	7
66+	2	0	0	0	0	2
	153	9	5	9	6	182

**Social Value**

**20. Please state how the social value outcomes have been considered in making this decision.**

- Economic outcomes – delivery of the Coventry Sport Strategy and the provision of a new sports and leisure centre enhance Coventry’s profile as a city that is open for business and help secure inward investment. Throughout the ten year strategy and during the design and build of the new leisure centre every effort will be made to ‘think local’. This could include creating jobs for local people and supporting young people into apprenticeships.
- Social outcomes – the Coventry Sports Strategy supports the promotion of the health and well-being of local people and provides sporting opportunities for all
- Environmental Outcomes – A new modern leisure facility will be more effective in terms the environmental performance and should see a reduction in energy and fuel consumption

**Formal decision-making process**

Please detail below the committees, boards or panels that have considered this analysis.

Name	Date	Chair	Decision taken
N/A			

## Approval

Approval required from Director and Cabinet Member

Director Name	Signature	Date
Martin Yardley		07.07.14

Cabinet Member Name	Portfolio	Approval Date
Cllr Abdul Salam Khan	Culture, Leisure, Sports and Parks	24.07.14

*\* **Note:** Failure to comply with duties on equalities and consultation will put the Council (and specifically the elected member or officer making the decision) at risk of judicial review.*

## Monitoring and Review

*This section should be completed 6-12 months after implementation*

- a) Please summarise below the most up to date monitoring information for the newly implemented service, by reference to relevant protected groups.

(Click and type here)

- b) What has been the actual equality impact on service users following implementation?

*Analyse current data relating to the service and think about the impact on key protected groups: race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, gender reassignment.*

It may help to answer the following questions: Since implementation

- Have there been any areas of low or high take-up by different groups of people?
- Has the newly implemented service affect different groups disproportionately?
- Is the new service disadvantaging people from a particular group?
- Is any part of the new service discriminating unlawfully?

- c) What have been the actual equality impacts on the workforce since implementation?

(Click and type here)

**Please send a copy of the completed form to your Directorate Corporate Equality Officer and a copy to the Corporate Equalities Team, Room 66, Council House, Earl Street, Coventry CV1 5RR.**

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**Council – 9<sup>th</sup> September 2014**

**Recommendation from Cabinet  
5<sup>th</sup> August 2014**

**Minutes of the meeting of Cabinet held at 2.00 pm. on 5<sup>th</sup> August 2014**

Present:

Members: Councillor A Lucas (Chair)  
Councillor P Townshend (Deputy Chair)  
Councillor F Abbott  
Councillor Maton  
Councillor A Gingell  
Councillor D Kershaw  
Councillor A Khan  
Councillor R Lancaster  
Councillor E Ruane

Deputy Cabinet  
Members Councillor K Caan  
Councillor D Chater  
Councillor C Fletcher  
Councillor J McNicholas

Non-Voting  
Opposition Councillor A Andrews  
Councillor J Blundell

Members:

Other Members: Councillor Birdi  
Councillor Clifford  
Councillor Crookes  
Councillor Duggins  
Councillor Hetherington  
Councillor Noonan  
Councillor Sandy  
Councillor Thomas

Employees (by  
Directorate):

Chief Executives M Reeves (Chief Executive), J Forde

Place M Yardley (Executive Director), D Nuttall, G Simpson

People B Walsh (Executive Director)

Resources C West (Executive Director), C Forde, S Lal, J Murphy,  
M Salmon

**Public business**

**RECOMMENDATION**

**41. City Centre Sports and Public Leisure Facility Development**

The Cabinet considered a report of the Executive Director, Place, that would also be considered at the meeting of the Council on 9<sup>th</sup> September 2014 and for which a private report detailing the confidential financial matters of the proposals was also submitted to this meeting for consideration, which sought approval for the Coventry Indoor Facilities Strategy 2014 - 2024, the development of a new City Centre destination facility, the subsequent closure of Coventry Sports and Leisure Centre and for the Coventry Aquatics Strategy 2014 - 2024.

The new City Centre facility was proposed to be built on the existing Christchurch House and Spire House site, resulting in the subsequent closure of the ageing Coventry Sports and Leisure Centre in Fairfax Street. The aim of these proposals was to provide high quality, sustainable sports and leisure facilities in the City Centre and create a destination facility that would complement other developments in the south side of the City Centre, such as Friargate and the proposed City Centre South development. It was anticipated that the provision of the new facility would contribute to widening and increasing participation in sport and active recreation, thereby also contributing to health and wellbeing outcomes for local people, particularly younger people and families.

The proposals further contributed to the delivery of a more coherent, consistent and sustainable public leisure offer for the people of Coventry, including the use of an investment model that recycled existing finances into both the proposed City Centre development and any future public leisure developments. The recycled savings would be realised from the closure and withdrawal of public leisure service provision from the existing Coventry Sports and Leisure Centre.

At a Joint Meeting of Cabinet Members (Business, Enterprise and Employment) and (Culture, Leisure, Sports and Parks) on 23<sup>rd</sup> July 2014 (their minutes 3/14 and 4/14 refers) three petitions were considered relating to proposals within the draft Sports Strategy 2014-2024 linked to public sports and leisure provision, as follows:

- an e-petition regarding a campaign to keep a 50m swimming pool in Coventry (containing 3,966 signatures at 23<sup>rd</sup> July 2014)
- a written petition requesting that the Council retain a 50m swimming pool in Coventry (containing 7,333 signatures at 23<sup>rd</sup> July 2014)
- an e-petition regarding a campaign to help develop competitive gymnastics sports in Coventry (containing 29 signatures at 23<sup>rd</sup> July 2014)

The Cabinet Members approved reviews of specific considerations, including expressed concerns regarding obesity associated with health and fitness issues, Olympic legacy and the reputation of the City, in the Sports Strategy 2014-2024 Report and in the City Centre Sports and Public Leisure Facility Development Report.

At the Cabinet meeting, the City of Coventry Swimming Club were invited to consider an asset transfer, whereby the Club would take over the running of the Coventry Sports and Leisure Centre and associated 50m pool without on-going subsidy from the Council. Cabinet requested that officers work with the Club to explore this opportunity and assist with securing any available grant funding to support this invitation.

**RESOLVED that the Cabinet:**

- 1) Approves the Coventry Indoor Facilities Strategy 2014–2024.**
- 2) Recommends to the Council that it approves the addition of £36.7m, to the Capital Programme for 2014/15 onwards for the development of a City Centre destination facility on the existing Christchurch House and Spire House site.**
- 3) Approves project management and design costs of up to £1.9million, which are already funded, to be incurred for the development of a City Centre destination facility on the existing Christchurch House and Spire House site. These costs will be at risk up until January 2017 when the contracts for construction are planned to be signed.**
- 4) Approves letting a service concession, through a call for competition for the operation of public sports and leisure facilities for a period of up to 15 years.**
- 5) Delegates authority to the Executive Director, Place and the Executive Director, Resources, in consultation with Cabinet Member (Culture, Leisure, Sports and Parks), to approve the detailed scope of the proposed Scheme, associated professional appointments, implementation of works relating to the new City Centre destination facility and to award a service concession.**
- 6) Approves the Coventry Aquatics Strategy 2014 – 2024.**

**Council is requested to:**

- 1) Approve the addition of £36.7m, to the Capital Programme for 2014/15 onwards for the development of a City Centre destination facility on the existing Christchurch House and Spire House site.**

(Meeting finished at 5.20 p.m.)

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**A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services.**

Cabinet  
Council

5 August 2014  
9 September 2014

**Name of Cabinet Member:**

Cabinet Member (Culture, Leisure, Sports and Parks) – Councillor Abdul Salam Khan

**Director Approving Submission of the report:**

Executive Director, Place

**Ward(s) affected:**

All Wards

**Title:**

City Centre Sports and Public Leisure Facility Development

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**Is this a key decision?**

Yes - The potential financial implications for the City Council of the recommendations will exceed £1,000,000 for the development of public leisure facilities in the City Centre and will significantly affect residents in all Wards of the City.

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**Executive Summary:**

Approval is sought for the Coventry Indoor Facilities Strategy 2014 - 2024, the development of a new City Centre destination facility, the subsequent closure of Coventry Sports and Leisure Centre and for the Coventry Aquatics Strategy 2014 - 2024.

The new City Centre facility is proposed to be built on the existing Christchurch House and Spire House site, resulting in the subsequent closure of the ageing Coventry Sports and Leisure Centre (CSLC) in Fairfax Street. The aim of these proposals is to provide high quality, sustainable sports and leisure facilities in the city centre and create a destination facility that will complement other developments in the south side of the city centre, such as Friargate and the proposed City Centre South development. It is anticipated that the provision of the new city centre facility will further contribute to widening and increasing participation in sport and active recreation, thereby also contributing to health and wellbeing outcomes for local people, particularly younger people and families.

These proposals further contribute to the delivery of a more coherent, consistent and sustainable public leisure offer for the people of Coventry, including the use of an investment model that recycles existing finances into both the proposed city centre development and any future public leisure developments. The recycled savings would be realised from the closure and withdrawal of public leisure service provision from the existing Coventry Sports and Leisure Centre.

On 23 July 2014, a Joint Meeting of Cabinet Members (Business, Enterprise and Employment) and (Culture, Leisure, Sports and Parks) heard three petitions relating to proposals within the draft Sports Strategy 2014-2024 linked to public sports and leisure provision, as follows:

- (i) an e-petition regarding a campaign to keep a 50m swimming pool in Coventry (containing 3,966 signatures on 23 July 2014)
- (ii) a written petition requesting that the Council retain a 50m swimming pool in Coventry (containing 7,333 signatures on 23 July 2014)
- (iii) an e-petition regarding a campaign to help develop competitive gymnastics sports in Coventry (containing 29 signatures on 23 July 2014)

Specific considerations (including expressed concerns regarding obesity associated with health and fitness issues, Olympic legacy and the reputation of the City) were approved for review in the Coventry Sports Strategy 2014-2024 and the City Centre Sports and Public Leisure Facility Development reports being considered by Cabinet on 5<sup>th</sup> August 2014.

#### **Recommendations:**

Cabinet is requested:

- (1) to approve the Coventry Indoor Facilities Strategy 2014 - 2024
- (2) to recommend to Council that it approves the addition of £36.7m, to the capital programme for 2014/15 onwards for the development of a city centre destination facility on the existing Christchurch House and Spire House site
- (3) to approve project management and design costs of up to £1.9million, (which are already funded) to be incurred for the development of a city centre destination facility on the existing Christchurch House and Spire House site. These costs will be at risk up until January 2017 when the contracts for construction are planned to be signed
- (4) to approve letting a service concession through a call for competition for the operation of public sports and leisure facilities for a period of up to 15 years
- (5) to delegate authority to the Executive Director of Place and the Executive Director of Resources, in consultation with Cabinet Member (Culture, Leisure, Sports and Parks) to approve the detailed scope of the proposed scheme, associated professional appointments, implementation of works relating to the new city centre destination facility and to award a service concession
- (6) to approve the managed decommissioning and closure of Coventry Sports and Leisure Centre with the intention of facilitating a seamless transition of service provision in the City Centre
- (7) to approve the Coventry Aquatics Strategy 2014 - 2024

Council is requested:

- (1) to approve the addition of £36.7m, to the capital programme for 2014/15 onwards for the development of a City Centre destination facility on the existing Christchurch House and Spire House site

**List of Appendices included:**

1. Public Leisure Facility Development – City Centre Options Appraisal: Options Overview and Facility Mixes
2. Public Leisure Facility Development – City Centre Options Appraisal: Options Overview and Appraisal Conclusions
3. High Level Options Appraisal for City Centre Public Leisure Provision (Deloitte, 2014)
4. New Destination Sports and Leisure Facility for Coventry (Deloitte 2014)

**Background Papers**

None

**Other useful documents:**

In addition to those papers incorporated within the appendices above, the following useful papers are posted for reference on the Coventry Sports Strategy website, at the following link:

<http://www.covsport.org.uk> -

1. 'Coventry Sports Strategy 2014-2024' Cabinet Paper (Coventry City Council, 5 August 2014)
2. Coventry Sports Strategy – Equality and Consultation Analysis (Coventry City Coventry 2014)
3. Coventry Sports Strategy 2014-2024
4. Coventry Indoor Facilities Strategy 2014-2024
5. Coventry Aquatics Strategy 2014-2024
6. Joint Cabinet Member Meeting Report – Petition – Retention of a 50 Metre Swimming Pool in Coventry (Coventry City Council, 23 July 2014)
7. Joint Cabinet Member Meeting Report – Petition – Gymnastics Campaign for the Children of Coventry (Coventry City Council, 23 July 2014)
8. Cabinet Report – Public Leisure Facility Re-Provisioning for the North East of Coventry (Coventry City Council, 5<sup>th</sup> March 2013)
9. Coventry Sports and Leisure Report (Coventry City Council, November 2012)
10. Coventry Sports and Leisure Survey 2012 – Survey Template (Coventry City Council, June 2012)
11. Cabinet Report – Public Leisure Services and Facility Re-Provisioning (Coventry City Council, 3<sup>rd</sup> January 2012)
12. Cabinet Report – Public Sports and Leisure Provision (Coventry City Council 19<sup>th</sup> July 2011)

**Has it been or will it be considered by Scrutiny?**

No

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

No

**Will this report go to Council?**

Yes – 9<sup>th</sup> September 2014

**Report title:**

City Centre Sports and Public Leisure Facility Development.

**1. Context (or background)**

- 1.1 In 2012, local people were asked to take part in the Coventry Sports and Leisure Survey. The survey attracted 1,532 responses and provided valuable insight into which sports were enjoyed by people in Coventry, where they took part in these sports and their satisfaction with local facilities.
- 1.2 Further to the survey, assessments of the city's indoor sports facilities and outdoor playing pitches were also carried out. These assessments provided a detailed picture of current indoor and outdoor sports provision in Coventry, showing the number, location, quality and use of the city's indoor facilities and outdoor pitches.
- 1.3 Through a process of stakeholder engagement and consultation, a Coventry Sports Strategy 2014 - 2024 (the Strategy) was developed with the following mission:

“To develop a more active, inclusive and vibrant Coventry through positive experiences in sport”
- 1.4 This strategy was covered in detail in the Cabinet Report ‘Coventry Sports Strategy 2014-2024’ (Coventry City Council, 5 August 2014).
- 1.5 Within the eight Vision Aims of the Strategy, Vision Aim 5 seeks:

“To provide a range of modern, accessible, and high-quality sports facilities.”
- 1.6 An options appraisal for the redevelopment of city centre sports and leisure facilities was undertaken which considered a range of options, from continuing to operate the existing facility; through various modernisation and rationalisation options; to closure of the existing facility without any re-provision of public sports and leisure in the city centre.
- 1.7 In February 2014, the draft partnership ‘Coventry Sports Strategy 2014-2024’ was formally launched for a period of consultation. In addition to considering the responses to the survey undertaken as part of public consultation on the draft Strategy, representations were received from the City of Coventry Swimming Club (CO CSC) and the Amateur Swimming Association (ASA).
- 1.8 As a result of these representations, the City Council, Coventry Sports Foundation (CSF) and Coventry Sports Trust (CST) undertook additional facility modelling that focused on the feasibility of providing a new 50m swimming pool in the city centre. This additional modelling was included in the options appraisal.
- 1.9 During the above period of consultation, a petition (containing 7,333 signatures on 23 July 2014) was submitted to the Council, along with an e-petition (containing 3,966 signatures on 23 July 2014), both expressing opposition to the loss of a 50m pool in Coventry. A further petition regarding a campaign to help develop competitive gymnastics sports in Coventry (containing 29 signatures on 23 July 2014) was also submitted. These three petitions were considered at a Joint Meeting of Cabinet Member (Business, Enterprise and Employment) and Cabinet Member (Culture, Leisure, Sports and Parks) on 23 July 2014 who agreed:

### 50m swimming pool petitions

- (i) To consider the two petitions, the submission from the City of Coventry Swimming Club (COCSC) and the matters raised by the petitioners.
- (ii) To instruct the Executive Director, Place on key considerations including concerns regarding obesity associated with health and fitness issues, Olympic legacy and the reputation of the City to be reviewed and considered in the Coventry Sports Strategy 2014-2024 and the City Centre Sports and Public Leisure Facility Development reports being considered by Cabinet on 5<sup>th</sup> August 2014.

### Gymnastics petition

- (i) To acknowledge the petition and to ensure officers consider gymnastics development as part of the wider Coventry Sports Strategy and the associated Indoor Facilities Strategy.
- (ii) To review the information contained within the Indoor Facilities Assessment report regarding gymnastics provision and review provisions within the Indoor Facilities Strategy to ensure the future facility needs for gymnastics in the City are adequately and appropriately addressed based on proven demand.
- (iii) To request the Executive Director, Place to approach British Gymnastics the National Governing Body (NGB) with a view to developing a City-wide implementation plan for the sport across the city in partnership with the gymnastics clubs and other stakeholders.
- (iv) To agree that where facility programming impacts on gymnastic club facility usage, the Executive Director, Place works with the gymnastics club(s) to secure alternative sports hall provision.

1.10 The Council has for a period of time now concentrated its resources into regenerating the City Centre and has heavily supported schemes that will provide both commerce and leisure and retail activities. The Council has already invested heavily in public realm works which have not only improved the legibility and appearance of the City but have also attracted developers to invest in the City.

1.11 The focus of this regeneration has been around the city centre south scheme and Friargate as it is recognised that both act as a catalyst for the other and therefore together provide the largest possible regeneration of the city, a fact made plain by the independent report from SQW consultants. To this end the City has obtained grant and invested directly in creating the deck link to Friargate and the station and has kick started the scheme by commissioning its own new council building.

1.12 The proposed new leisure pool has a massive regenerative benefit with upwards of 1.3 million visitors anticipated this will act as a leisure anchor for both restaurants and shops proposed in the City Centre South scheme and as a leisure resource for occupiers to the Friargate scheme. This leisure pool will therefore will increase interest in both schemes which will help with their viability and hence deliverability.

## 2. Options considered and recommended proposal

- 2.1 Initial options appraisal modelling, undertaken prior to public consultation on the Strategy, considered twelve options for city centre public leisure provision. This work informed the initial options appraisal that shaped and informed the draft strategy.
- 2.2 As a result of feedback received during the consultation period, four further options were modelled to consider the re-provision of a 50m pool within a proposed new facility. This resulted in 16 options being reviewed in total.
- 2.3 Due to the large number of options considered and for ease of presentation, the 16 options have been grouped into six high level categories as follows:

Table 1: Sixteen options grouped into six categories

Category	Category Description	Options
A	Continued operation of CSLC with phased modernisation	Option 1
B	Development of a 'traditional' sports and leisure facility on the existing site	Options 2a – 4a and 5a
C	Development of a 'traditional' sports and leisure facility on a new site in the city centre	Options 4b and 5b
D	Development of a destination facility (including water park) on a new site in the city centre	Options 6a and 6b
E	Closure of CSLC and no provision of public sports and leisure facilities in the city centre	Option 7
F	Development of a sports and leisure facility that includes a 50m pool on a new site in the city centre	Options 8a – 8d

- 2.4 The findings from this options appraisal are summarised in Table 2 and are considered in more detail in Appendix 1: 'Public Leisure Facility Development – City Centre Options Appraisal: Options Overview and Facility Mixes'; and Appendix 2: 'Public Leisure Facility Development – City Centre Options Appraisal: Options Overview and Appraisal Conclusions'.

**Table 2: Executive Summary of all 16 options in the City Centre Options Appraisal**

Category	Option	Facility Closure of (CSLC)	Capital Cost	Revenue Cost / (Saving) over 45 years	Indicative Annual Revenue Cost/(Saving)	Can progress without de-listing of CSLC	Generates significant capacity for Future Investment	Ranking within Category
A	<b>Option 1:</b> Retain the existing facility and modernise over a 40 year period	Phases	£52.4m	£34.9m	£0.78m	✓	✗	1
B	<b>Option 2a:</b> Modernise the existing facility – both wet and dry sides	2 years 8m	£33.0m	£15.50m	£0.35m	✓	✗	3
	<b>Option 2b:</b> Modernise the existing facility – listed wet side only	2 years 2m	£27.7m	£9.4m	£0.21m	✓	✗	1
	<b>Option 3a:</b> Rationalise, reconfigure and modernise existing facility – both wet and dry sides	2 years 8m	£44.1m	£27.6m	£0.61m	✓	✗	4
	<b>Option 3b:</b> Rationalise, reconfigure and modernise existing facility – listed wet side only	2 years 2m	£33.5m	£14.6m	£0.32m	✓	✗	2
	<b>Option 4a:</b> Provide a new build 'replacement' leisure centre on the existing city centre site	2 years 10m	£29.1m	(£4.5m)	(£0.10m)	✗	✓	Not feasible due to building being listed

	<b>Option 5a:</b> Provide a new build leisure centre on the existing site as part of a wider urban redevelopment.	2 years 10m	£24.2m	(£7.2m)	(£0.16m)	✘	✓	Not feasible due to building being listed
C	<b>Option 4b:</b> Provide a new build 'replacement' leisure centre on a new city centre site	0 years	£31.3m	(£0.1m)	(£0.00m)	✓	✘	2
	<b>Option 5b:</b> Provide a new build leisure centre on a new city centre site as part of a wider urban redevelopment.	0 years	£26.4m	(£2.8m)	(£0.06m)	✓	✘	1
D	<b>Option 6a:</b> Provide a new build destination facility on a new city centre site (incl. bowls).	0 years	£35.5m	(£8.5m)	(£0.19m)	✓	✓	2
	<b>Option 6b:</b> Provide a new build destination facility on a new city centre site (excl. bowls but incl. Health Spa)	0 years	£36.7m	(£13.3m)	(£0.30m)	✓	✓	1
E	<b>Option 7:</b> Close the existing CSLC and do not provide public sports and leisure facilities in the city centre	NA	£1.1m	(£56.7m)	(£1.26m)	NA	NA	1



F	<b>Option 8a:</b> Provide a new build 50m pool facility with spectator seating for 1,000 people on a new city centre site	0 months	£31.1m	£5.5m	£0.12m	✓	✗	1
	<b>Option 8b:</b> Provide a new build 50m pool facility with spectator seating for 1,000 people, along with a 20m warm up pool on a new city centre site	0 months	£32.6m	£7.4m	£0.17m	✓	✗	2
	<b>Option 8c:</b> Provide a new build 50m pool facility with spectator seating for 500 people, along with a 500m <sup>2</sup> splash pool facility on a new city centre site	0 months	£33.6m	£7.9m	£0.17m	✓	✗	3
	<b>Option 8d:</b> Provide a new build 50m pool facility (to include diving provision) with spectator seating for 1,000 people, along with a 20m warm up pool on a new city centre site	0 months	£34.2m	£11.1m	£0.25m	✓	✗	4

2.5 The option considered most feasible within each category is analysed in more detail in the following section.

**2.6 Category A – Option 1: Retain the existing facility and modernise over a 40 year period (not recommended).**

- (i) This option would continue to operate the **existing** CSLC facilities, whilst modernising these facilities in phases over the course of the equivalent development period (40 years) that has been applied to all of the options.

However, Option 1 is not recommended for the following reasons:

- (ii) Whilst £6m would be invested early on into some essential and immediate modernisation of the facilities, the Centre would **not be fully modernised / refurbished** from the outset, and would still be largely **inefficient** in its use of space and the layout would not be to modern specifications.
- (iii) Despite modernisation, the structure would be nearly 90 years old by end of the modelled period.
- (iv) This modernisation would continually require area closures within the Centre.
- (v) It would not contribute to the **regeneration** and retention of footfall in the south of the city centre.
- (vi) It would not be financially **sustainable**, with a net cost of £34.9m over the 45 year period of financial modelling.
- (vii) It would not therefore contribute to any future **investment** in other potential sport/leisure solutions within the city.

**2.7 Category B – Option 2b: Modernise the existing facility – listed wet side only (not recommended).**

- (i) This option would completely **modernise** the existing facility mix within the wet side only of CSLC, retaining the existing layout of facilities within this area. The dry side would be demolished.

However, Option 2b is not recommended for the following reasons:

- (ii) Whilst the building would retain **some modernised** city centre leisure facilities, the building would still be largely **inefficient** in its use of space and the layout would not be to modern specifications.
- (iii) The building structure and fabric would be over 90 years old by the end of the period of financial modelling.
- (iv) The programme would involve a 2 year 2 month closure without any city centre sport and leisure provision.
- (v) It would not contribute to the **regeneration** and retention of footfall in the south of the city centre.
- (vi) It would not be financially **sustainable**, with a net cost of £9.4m over the 45 year period of financial modelling.
- (vii) It would not therefore contribute to any future **investment** in other potential sport/leisure solutions within the city.

## 2.8 Category C – Option 5b: Provide a new build leisure centre on a new city centre site as part of a wider urban redevelopment (not recommended).

- (i) This option would build a completely **new replacement** facility on a new city centre site as part of a wider **urban** development, to include a new facility mix, built to modern standards and specifications.
- (ii) It would deliver new and modern city centre public leisure facilities and the new build would ensure a **modern** facility mix within an **efficient** layout.
- (iii) It could be delivered with a seamless transition of public leisure in the city centre.
- (iv) It could contribute to the **regeneration** and retention of footfall in the south of the city centre, depending upon the site selection.
- (v) It would be financially **sustainable**, with a net saving of £2.8m over the 45 year period of financial modelling.

However, Option 5 is not recommended for the following reasons:

- (vi) It would only generate a small surplus towards future **investment** in other potential sport/leisure solutions within the city.
- (vii) It would not necessarily retain footfall in the south of the city centre.

## 2.9 Category D – Option 6b: Provide a new build destination facility on a new city centre site (excluding indoor bowls but including a health spa) (Recommended).

- (i) This option would build a new '**destination** leisure facility' of regional significance on a **new** city centre site to incorporate a water park and health day spa provision without the re-provisioning of indoor bowls on this site.
- (ii) Feasibility work would be undertaken to explore the potential for relocating and re-providing indoor bowls at an alternative site within the city. Current modelling suggests that there would be sufficient capital funding available within the repatriation investment model to deliver this alternative bowls facility, although this would be an additional cost to that currently modelled within this option.
- (iii) The new build leisure and destination facility would ensure a **modern** facility mix within an efficient layout.
- (iv) It could be delivered with a seamless transition of public leisure in the city centre.
- (v) It would contribute to the **regeneration** and retention of footfall in the south of the city centre.
- (vi) It is the most financially **sustainable** option, with a net saving of £13.3m over the 45 year period of financial modelling.
- (vii) It would therefore generate the greatest surplus of all the options as a contribution towards future **investment** in other potential sport/leisure solutions within the city.

**2.10 Category E - Option 7: Close the existing CSLC and do not provide public sports and leisure facilities in the city centre (not recommended).**

- (i) This option would close the existing CSLC facility and would **not provide** any public sports and leisure centre facilities within the city centre.

Option 7 is not recommended for the following reasons:

- (ii) This option would completely remove any public leisure facility provision from the city centre.
- (iii) It would not contribute to the **regeneration** and retention of footfall in the south of the city centre.
- (iv) Whilst this option would be financially **sustainable**, with a net saving of £56.7m over the 45 year period of financial modelling and would generate significant surplus towards **investment** in other future potential sport/leisure solutions within the city, it would result in the removal of all **city centre public leisure provision**.

**2.11 Category F - Option 8a: Provide a new build 50m pool facility with spectator seating for 1,000 people on a new city centre site (not recommended).**

- (i) This option would build a **new** sports and leisure centre on a **new** city centre site and retain 50m provision with a 50m x 8 lane swimming pool complete with booms and a moveable floor, within an **efficient** layout and built to modern standards and specifications.
- (ii) It could be delivered with a seamless transition of public leisure in the city centre.
- (iii) It would contribute to the **regeneration** of the south of the city centre.

However, Option 8a is not recommended for the following reasons:

- (iv) It would not necessarily retain significant footfall in the south of the city centre.
- (v) It would not be financially sustainable, with a net cost of £5.5m over the 45 year period of financial modelling.
- (vi) It would not therefore contribute to any future **investment** in other potential sport/leisure solutions within the city.

2.12 In summary, the benefits and challenges of the preferred option 6b, which is to provide a 25m pool and destination water park facility are summarised below:

Table 3: Summary of benefits and challenges

Benefits	Challenges
The most financially sustainable option and allows for future investment in other sport/leisure facilities within the city.	Loss of a 50m competition pool with spectator facilities in the city centre
A 25m pool v 50m pool provides greater business planning certainty going forward as it is not dependent on a single client for 40 years (i.e. the swimming club)	Loss of a facility within the city that meets some of the competition needs of competitive club swimmers
The leisure complex would be of regional significance and provide the greatest footfall in the city centre	Potential loss of Beacon Club status for City of Coventry Swimming Club
The water park and 25m pool would encourage greater participation in physical activity by a wider group of people	Potentially de-stabilises the City of Coventry Swimming Club model
The water park and 25m pool will have a more positive impact on levels of inactivity and improving related health outcomes	Reduction in 'traditional' pool water space in the city centre compared to the current model.

### Operation of the new facility

2.13 There are two options for the operation of the new facility.

- I. Operate in-house . We do not currently have an in house provider
- II. Operate via an external provider. This could take the form of either;
  - a. A public services contract which means a contract, in writing, for consideration (whatever the nature of the consideration) under which a contracting authority engages a person to provide service, but does not include a) a public works contract, b) a public supply contract.
  - b. A public services concession contract which is a services contract under which the consideration given by the contracting authority consists of or includes the grant of a right to exploit the service or services to be carried out under the contract.

2.14 The preferred option is a public services concession contract which enables the Council to work in partnership with the provider for effective delivery of the sports strategy and to ensure that services offered by facilities are complementary and holistic in nature. At the same time the service concession model will allow the Council to seek a provider who will share with the Council in the profits generated.

### 3. Results of consultation undertaken

3.1 A more detailed account of the consultation undertaken in developing the Coventry Sports Strategy 2014-2024 is included in the 'Coventry Sports Strategy 2014-2024' Cabinet Paper (Coventry City Council, 2014). This paper focuses only on those elements of the consultation that are particularly pertinent to the Coventry Indoor Facilities Strategy 2014-2024, the development of a new City Centre Destination Facility, the subsequent closure of Coventry Sports and Leisure Centre and the Coventry Aquatics Strategy 2014-2024.

### Coventry Sports and Leisure Survey (2012)

- 3.2 Public consultation to inform the early development of the Sports Strategy was undertaken through the city-wide Coventry Sport and Leisure Survey, between 25 June 2012 and 26 August 2012. A total of 1,532 completed surveys were received from across the city.
- 3.3 Extensive desktop research and analysis was undertaken in order to consider the findings from the above survey in the context of wider data. The results of the Coventry Sports and Leisure Survey and desk top research were first published in 2013, and a detailed paper outlining these findings can be viewed at [www.covsport.org.uk](http://www.covsport.org.uk).
- 3.4 The headline findings from this detailed paper that are particularly relevant to subject matters of this paper are that:
- (i) in Coventry, the proportion of women regularly taking part in sport is less than half that of men
  - (ii) the proportion of disabled people taking part in sport in the city is less than both national and regional averages
  - (iii) the sports that people most take part in are keep fit / gym; football; swimming; athletics; and cycling
  - (iv) swimming and keep fit / gym are the sports that attract the most participants from all backgrounds
  - (v) swimming is the activity most likely to encourage new participation
  - (vi) the survey also identified the need for increasing the availability of activities for children and young people and children's gym facilities
  - (vii) Coventry Sports and Leisure Centre, Xcel Leisure Centre and the Alan Higgs Centre are the most-used public sports and leisure centres
  - (viii) just over a third of Coventry Sports and Leisure Centre users only use that facility for their sport and leisure centre needs
  - (ix) the Xcel Leisure Centre and Alan Higgs Centre are the public sports and leisure centres that draw the highest levels of satisfaction
  - (x) Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre are the public sports and leisure centres that draw the lowest levels of satisfaction
  - (xi) cleanliness of changing rooms/toilets, friendliness of staff, enjoyment of the activity, feeling safe and secure, cost and being in a comfortable environment were factors which were most important to respondents when choosing a sports and leisure centre
  - (xii) although participation rates are generally lower in deprived areas of the city, a high number of members of Coventry Sports Trust and Coventry Sport Foundation come from lower income and social housing households

### Emerging Vision for Sport in Coventry (2012)

- 3.5 The Emerging Vision for Sport in Coventry was developed through the review and detailed consideration of responses from the Coventry Sport and Leisure Survey; further direct consultation with local, regional and national sporting stakeholders; and extensive desktop research and analysis. This process culminated in the drafting of eight key Vision Aims designed to encapsulate the sporting aspirations for Coventry over the next ten years.
- 3.6 Within the eight Vision Aims of the Strategy, Vision Aim 5 seeks:

“To provide a range of modern, accessible, and high-quality sports facilities.”

- 3.7 Accordingly, assessments of the city's indoor sports facilities were also carried out, in collaboration with facility operators. These assessments provided a detailed picture of current indoor sports provision in Coventry, showing the number, location, quality and use of the city's indoor facilities.
- 3.8 The key findings to emerge from this assessment were that:
- (i) the quality of indoor facilities varied greatly - from those that were of 'very poor' quality to those that were of 'very good' quality
  - (ii) many of the city's indoor facilities were found to be located within schools, which offered varying levels of community use
  - (iii) Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre were both adjudged to be no longer 'fit for purpose'
  - (iv) funding being used to support these ageing public sports and leisure facilities could be used to invest in new, modern and more accessible sports and leisure facilities
  - (v) swimming pool provision across the city would need to be considered in light of the proposed closure of Coventry Sports and Leisure Centre
- 3.9 Further to the launch of the Emerging Vision for Sport in Coventry, work was undertaken with a range of stakeholders to develop the Strategic Objectives for the Strategy. Initially, 48 Strategic Objectives were drafted, although these were refined to 37 throughout the period of early stakeholder consultation.
- 3.10 One of the Strategic Objectives under Vision Aim 5 refers to the development of city centre sports facilities that are accessible, high quality, sustainable and of significance to the Midlands.
- 3.11 In February 2014, the draft partnership 'Sports Strategy 2014-2024' was formally launched for a period of public consultation. In addition to considering the responses to the survey undertaken as part of public consultation on the draft Strategy, representations from the City of Coventry Swimming Club and the ASA resulted in the City Council, CSF and CST undertaking additional facility modelling focused on the feasibility of providing a new 50m swimming pool in the city centre (see paragraphs 2.2 - 2.11 above).
- 3.12 During the above period of consultation, three petitions were also launched, two expressing opposition to the loss of a 50m pool in Coventry and one concerning the development of gymnastics in the city. These petitions were considered at the Joint Cabinet Member meeting of 23 July 2014.

#### Key Findings of the Consultation

- 3.13 A detailed paper outlining the results of the public consultation can be viewed at [www.covsport.org.uk](http://www.covsport.org.uk). The key findings of relevance to this paper are that:
- (i) the strategy was very well received and there was little opposition to either the Vision Aims or the Strategic Objectives. There was agreement to each of the Vision Aims from at least 82% of respondents
  - (ii) the area attracting the most objections across survey responses was the proposed loss of 50m swimming pool provision in the city. Each Vision Aim invited comments and there was also a general comments section at the end. In total, 3,022 comments were received across all sections of the survey. Of these, 1,573 were objections to the loss of 50m pool provision
  - (iii) the following issues were included amongst those identified in responses that referenced concern over the loss of 50m pool provision in the city: the destabilising

the City of Coventry Swimming Club, specifically including the impact of the loss of Amateur Swimming Club National Beacon Status; reduced pool capacity for club training; the displacement of current pool users; the loss of competition facilities in the city; the loss of the only current 50m competition pool in the West Midlands region

- (iv) there is a need to ensure sports provision and support for disabled people. In total, 101 comments were received supporting both the need to improve facilities for disabled people and to increase participation in sport and active recreation by disabled people and/or people with long-term limiting illness
- (v) many of the respondents commented on the need for high quality facilities for people of all sporting abilities. In total there were 250 comments relating to this, and many of these also referred to the need for facilities in neighbourhoods
- (vi) linking sport to public health received 51 comments, with respondents wanting to see more done to improve the health of local people through sport

#### **4. Timetable for implementing this decision**

- 4.1 Subject to approval of the recommendations contained within this report, the Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatic Strategy 2014-2024 will be adopted as policy with immediate effect.
- 4.2 The aim is to go to the market for a service concession as soon as possible, at least within the next six months.
- 4.3 The OJEU procurement and appointment for project management and cost consultants for the city centre destination facility will be completed by mid-February 2015.
- 4.4 The OJEU procurement and appointment of the design team and associated consultants will be completed by mid-July 2015.
- 4.5 The designs of the new destination facility will be developed to RIBA stage 3 for planning by mid-March 2016.
- 4.6 Planning permission for the new destination facility will be sought from mid-May 2016 with an anticipated approval mid-August 2016. A travel plan will be developed for the new destination facility in accordance with planning processes, requirements and timescales.
- 4.7 The contractor procurement will be through an OJEU process for a two-stage Design and Build contract, with the second stage appointment being the start of January 2017, which aligns to CRH/SH site becoming available.
- 4.8 The programme currently assumes that the preferred Contractor will undertake both the demolition works as well as the construction of the new facility. If the demolition works were to be undertaken by a different Contractor then this would provide us (if required) with further time to secure best value for the project with the new build Contractor.
- 4.9 The overall development includes a six month demolition phase followed by a two year construction phase, such that the new city centre destination facility will be scheduled for opening to the public end of July 2019.
- 4.10 The Defects Liability Period would commence on the date of practical completion of works (end of July 2019), as would the 12 year period of Latent Defects.
- 4.11 Therefore, the planned decommissioning of CSLC would commence from the end of July 2019, thereby enabling the intended (subject to risk management and budget constraints) seamless transition of city public sports and leisure provision.



## 5. Comments from Executive Director, Resources

### Financial implications

- 5.1. The collaborative work approved in the July 2011 Cabinet report resulted in the proposal of a new management and investment model for public leisure services and facilities within the city.
- 5.2. The aquatic development at Centre AT7 approved by Cabinet in March 2013 was funded through this investment model drawn from the collaborative work between Coventry Sports Foundation (CSF) and Coventry Sports Trust (CST).
- 5.3. The aims of the investment model are to deliver a more coherent and consistent leisure offer for the people of Coventry through service and organisational restructuring in order to drive greater efficiency, cost savings and opportunities for reinvestment in high-quality, public leisure facilities.
- 5.4. Within the Coventry Sports Strategy, Coventry's Vision Aim for 'Facilities' is outlined within Vision Aim 5. One of the key challenges for the city in successfully delivering this Vision Aim, is the extent to which any future public sport provision can meet the city's investment model for sports facilities.
- 5.5. The principles of the investment model are drawn from the following criteria:
  - (i) Recycling of council funding from financially unsustainable facilities and operating models.
  - (ii) Profitability of facilities to remove the need for additional subsidy.
  - (iii) Seeking grants to support capital developments.
  - (iv) Sweating existing assets.
  - (v) Investing further in neighbourhood provision, where there is proven demand.
- 5.6. A key element of the investment model is for facilities to become profitable enough not to require further subsidy from Coventry City Council and to enable the on-going operation of the sports and leisure facilities to contribute to any future neighbourhood investment where there is proven demand for services.
- 5.7. Within the financial modelling undertaken, only options 4a, 5a, 6a, 6b and 7 provide sufficient surplus to be able to contribute towards any future facility developments based on proven demand. Table 4 below shows the indicative annual savings that each option could contribute to future investment in sports and leisure facilities.

Table 4: Options which meet the investment model

Option	4a	5a	6a	6b	7
Indicative annual saving which can be contributed to future investment in sport and leisure	£100k	£160k	£190k	£300k	£1,260k

- 5.8. All of the other options that were modelled produce an annual loss or marginal saving which would be insufficient for future investment.
- 5.9. Only option 6b would provide a new city centre facility and sufficient resource to contribute to the known level of investment required for the re-provision of indoor bowls (circa £2m) and a contribution towards further neighbourhood facilities if there was proven demand.

5.10. Option 7 provides sufficient resource for future investment in sports and leisure facilities but would not result in any public city centre provision so is not deemed to be a feasible option.

5.11. Table 5 below illustrates the forecast capital and revenue costs for all of the options that were explored. For further details see Appendix 1: 'Public Leisure Facility Development – City Centre Options Appraisal: Options Overview and Facility Mixes'; and Appendix 2: 'Public Leisure Facility Development – City Centre Options Appraisal: Options Overview and Appraisal Conclusions'.

Table 5: Summary of Capital and Revenue Implications of each option

	Option 1 £'m	Option 2a £'m	Option 2b £'m	Option 3a £'m	Option 3b £'m	Option 4a £'m	Option 4b £'m	Option 5a £'m
<b>Capital Cost</b>	52.4	33.0	27.7	44.1	33.5	29.1	31.3	24.2
<b>Net Overall Revenue Cost/ (Saving) over 45 Years</b>	34.9	15.5	9.4	27.6	14.6	(4.5)	(0.1)	(7.2)

	Option 5b £'m	Option 6a £'m	Option 6b £'m	Option 7 £'m	Option 8a £'m	Option 8b £'m	Option 8c £'m	Option 8d £'m
<b>Capital Cost</b>	26.4	35.5	36.7	1.1	31.1	32.6	33.6	34.2
<b>Net Overall Revenue Cost/ (Saving) over 45 Years</b>	(2.8)	(8.5)	(13.3)	(56.7)	5.5	7.4	7.9	11.1

### Financial modelling assumptions

5.12. The assumptions that have been made within the context of the financial modelling are:

- (i) *Capital Costs* include all capital building costs including fees, and where relevant initial mothballing costs, additional demolition costs and site acquisition.
- (ii) *Capital Financing Costs* have been based upon Prudential Borrowing at 3.71% for all of the options, spread over a term of 45 years (based on 40 year asset life, and 5 year project development).
- (iii) *Overall Operating Costs* include all income and expenditure (e.g. staffing, premises, operational and commercial); lifecycling costs and where applicable revenue mothballing costs for the existing site.
- (iv) *Financial Resource Available* for all options is an annual grant of £1.3m. This is made up of the current annual funding for CST of £1.6m, less the £0.3m required for capital repayment and financing costs for the Centre AT7 aquatic development. It is assumed that there would be no on going subsidy required for Moat House Leisure and Neighbourhood Centre and Brandon Wood Golf Course.
- (v) *Single city wide operator – to enable modelling with financial certainty, it has been assumed that operation of all the city's public leisure facilities would be with a single operator as this is more likely to result in a holistic, coherent and efficient approach to public leisure provision. If we were to appoint a single operator for the existing and any new facilities under our direct control, and continue with separate operators for any other facilities, the surplus/deficits within the financial model could be higher or*

*lower than those stated in the models shown, although the modelled figures would be used as the expected benchmark.*

### **Summary of financial evaluation**

- 5.13. The forecast capital costs range from £24.2m for Option 5a to £52.4m for Option 1. The forecast net revenue figures over the 45 year life of funding the project range between an overall **saving of £13.3m for Option 6b to a £34.9m cost for Option 1**. It should be noted that Option 7 does have the lowest capital cost of £1.1m and the greatest net revenue saving of £56.7m but would result in no public sport and leisure provision in the city centre.
- 5.14. Whilst the capital costs for Option 6b are £9m higher than for Option 2b (the lowest costing feasible option), there is a significantly higher outturn revenue **cost** over the 45 year funding profile for Option 2b (being £9.4m compared to the £13.3m revenue **saving** for Option 6b).
- 5.15. The revenue costs for Options 1 to 3b and 8a to 8d all produce an on-going cost over the 45 year period of financial modelling, ranging from the highest cost at £34.9m for Option 1 to the lowest cost of £5.5m for Option 8a. For Options 4b and 5b, there are small revenue savings of £0.1m and £2.8m respectively over the 45 year period of financial modelling, but this is insufficient to provide significant capacity for future investment in public sports and leisure facilities. Option 7 provides the highest revenue return of £56.7m, but this option does not retain any public leisure provision in the city centre.
- 5.16. Option 6b produces the highest overall **saving** of £13.3m over the 45 year period of financial modelling, which is equivalent to an indicative annual saving of £0.30m a year. This saving can be used to contribute to future investment in public sport and leisure in line with the Coventry Sport Strategy. For example, a £0.30m per year surplus would make a significant contribution towards future capital build and financing costs of other neighbourhood sports facilities (including the replacement of indoor bowls facilities) if there were proven demand.
- 5.17. These projections do not include the development of any associated service facilities such as bespoke car parking that might be required to service such significant footfall as that projected (circa 1.3m visits per annum). However, there are several car parks within a short distance of the proposed new leisure designation facility. Further feasibility works will be undertaken to determine the best location(s) to ensure the new facility has the best possible public access.

### **Project Funding**

- 5.18. The proposed overall capital cost for Option 6b of £36.7m will be funded through Prudential Borrowing, which will be repaid by recycling savings through the closure of existing sports facilities such as Foxford School, the Arena Health and Fitness Club (Rico Arena), Foleshill Sports and Leisure Centre (FSLC) and the proposed closure of CSLC along with the annual surpluses generated from the operation of the new city centre destination facility.
- 5.19. Officers will seek to reduce the extent of this prudential borrowing through sourcing external funding contributions, which would in turn make more resource available for the delivery of facility re-provisioning and/or additional neighbourhood facilities where this demand can be evidenced.
- 5.20. In the early years of the 45 year period of financial modelling there will be a cashflow shortfall, but over the life of the project there will be an overall saving of £13.3m which can

be recycled back into sport and leisure facilities in line with the Sports Strategy (see 5.5 for in relation to the investment model).

- 5.21. The cash-flow shortfall in the early years of the funding programme (where the revenue commitments would exceed the Financial Resources Available) would be 'smoothed' by the provisions already made within the City Council's Medium Term Financial Strategy (MTFS), with such funding being 'recovered' in the latter years where the Financial Resources Available would exceed the project funding requirements.
- 5.22. The operation of the new facility will be awarded as a 'service concession' as part of a combined package with other existing public facilities under the City Council's control. The value of the concession is likely to be in the region of £2.65m per annum.

### **Legal implications**

- 5.23. The Council will use its power under section 19 of the Local Government (Miscellaneous Provisions) Act 1976 (the Act) as power to implement the delivery of the Sport and Playing Pitch Strategies. Section 19 of the Act provides that this section provides that local authorities have the discretion to provide, inside or outside their area, such recreational facilities as they think fit. The implementation of the strategies will also assist the Council in discharging its duty under section 507B Education Act 1996 whereby the Council is under a duty to secure positive leisure time activities for the improvement of the well-being of young people in its area and to secure facilities for such activities.
- 5.24. Service concession contracts, although excluded from the requirements of the current Procurement Regulations, do require some form of advertisement and competition.
- 5.25. A recent Court of Justice decision indicates that the duty to advertise Europe wide and run a competitive process only apply if the contract is of interest to an undertaking located in a different member state and it is for the Council to decide the level of competition and advertisement. To the best of our knowledge it is considered that there is unlikely to be cross border interest due to the nature of the market.
- 5.26. Section 3(1) of the Local Government Act 1999 (the 1999 Act) provides that as a best value authority the Council must "make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination economy, efficiency and effectiveness.
- 5.27. Section 3(4) of the 1999 Act provides that in deciding how to fulfil the duty Council must have regard to any guidance issued by the Secretary. The Guidance issued by the Secretary of State issued in September 2011 states that authorities should consider overall value, including economic, environmental and social value when reviewing service provision.
- 5.28. Although it is not suggested that the discharge of the Councils best value duty requires it to put the delivery of the sports and catering service out to tender to a 3<sup>rd</sup> party, the use of the competitive process will assist the Council in demonstrating that it has discharged the duty.
- 5.29. The Council will offer the service concession contract through a form of competition by open advertisement. The Council will be able to structure the procurement process in a manner giving it a degree of flexibility albeit following treaty principles of fairness, transparency and non-discrimination.

## 6. Other implications

### 6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The recommended proposals will contribute to the Council's core aims of:

- (i) *Developing the city centre for the 21st century by bringing the city centre to life with a range of leisure opportunities* – Vision Aim 5 of the Strategy outlines the need “to provide a range of modern, accessible and high quality sports facilities in the city”. The first Strategic Objective for this Vision Aim specifically concerns future city centre leisure provision and the need “to develop city centre sports and leisure facilities that are accessible, high-quality, sustainable and of significance to the Midlands”.
- (ii) *Raising the profile of Coventry through promoting Coventry as a visitor destination and centre for events* – Through the proposed provision of a ‘destination city centre facility’, the Strategy puts leisure at the heart of city centre regeneration and promotes the city centre as a key regional destination for leisure activities and leisure tourism.
- (iii) *Improve the health and wellbeing of local residents by helping them lead healthier lifestyles* – Vision Aim 1 of the Sports Strategy sets the ambition “to develop a more active, inclusive and vibrant Coventry through positive experiences in sport”. Through encouraging and supporting engagement in regular sport and/or active recreation, the Strategy aims to positively influence and contribute to the physical and mental health and wellbeing of the residents of Coventry. In particular, public leisure facilities and their operation have a key role to play in supporting the Council to deliver its public health objectives, directly supporting action to address priorities within the Joint Strategic Needs Assessment for the city. The provision of a city centre destination facility is intended to broaden and widen participation in sport and leisure, particularly amongst children and families who might not otherwise participate in structured forms of sport and leisure.
- (iv) *Make savings so that we can continue to support front-line services by reducing operating costs (low carbon)* – The significant age and largely poor condition of Coventry Sports and Leisure Centre have resulted in it being adjudged as no longer ‘fit for purpose’. A modern city centre public leisure facility, such as that proposed in this Paper, offers greater energy efficiency and environmental benefits to that of an ageing facility. Furthermore, the development of such proposed facilities in the city centre are predicated on a financially efficient model concerning the use of recycled savings from the closure and withdrawal of public leisure service provision from Foleshill Sports and Leisure Centre, the Arena Health and Fitness Club, Foxford School and Community Arts College and Coventry Sports and Leisure Centre. This enables the existing resource to be moved from an inefficient model of subsidy to one of investment in quality, sustainable facilities and a projected revenue surplus due to the Council over the duration of the funding model.

### 6.2 How is risk being managed?

6.2.1 A detailed Risk Register has been produced and maintained, which is reviewed regularly and managed by individuals throughout the process.

6.2.2 The most significant risks along with the associated control measures have been identified to be:

- (i) a significant risk of failure to major plant and/or equipment resulting in the potential closure of CSLC prior to its proposed closure date subsequent to the opening of the city centre destination facility. The control measure has been to commission a condition survey and asset management plan in order to identify and prioritise essential repair and maintenance work that will be required to keep the facility open and operational until the anticipated date of closure, being end of July 2019
- (ii) the risk of the project costing more than would be approved within the £36.7m that is being requested from Council. The control measures include the appointment of project managers, costs consultants and contractors through competitive processes, along with a six month window within the programme to negotiate the contract terms and price. The capital projections also currently include sizeable contingencies
- (iii) the Council may not have the specific expertise or experience internally to project manage the client aspects of the city centre destination facility construction contract. The control measure is through the formation of a client-side project management group that will include representation from Property Services, City Centre and Development Services, Major Projects Finance and the current public leisure operators, all of whom will work alongside the Professional Adviser to the Employer's Representation
- (iv) the risk of Contractor insolvency throughout the course of the contract. CCC will undertake a financial appraisal of the contractor that is successful through the tendering process
- (v) the risk of installation failure of key elements of the project construction. The control measure would be the project management undertaken by the Employer's Representation, the Professional Adviser to the Employer's Representation; the 12 month defects period; Contractor warranties and collateral warranties; and (as a contract signed under deed) a 12 year latent defects period
- (vi) the risk that the service provision from the building and the maintenance of the building might not be fulfilling the objectives of service and maintenance required by the Council. The Council as landlord will ensure compliance with the lease covenants and shall take enforcement action if there is any non-compliance

### **6.3 What is the impact on the organisation?**

6.3.1 The proposed Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatics Strategy 2014-2024 are partnership documents developed through consultation with a range of stakeholders.

6.3.2 Approving these partnership strategies for Coventry will confirm the strategic direction and priorities for sport in the city – developing a more active, inclusive and vibrant Coventry through positive experiences in sport. Approving these strategies will further show recognition of the wide range of benefits that sport and active recreation can bring to both individuals and communities.

6.3.3 Approval of these strategies will give confidence to external funders that the city has clear objectives and priorities for sport in the next ten years. This should assist partners in applying for external grant funding and will bring greater coherence in the links from sport to wider city agendas (e.g. tourism, health, jobs and economy, regeneration).

6.3.4 The report recommendations would further deliver new, accessible and sustainable sports facilities in Council ownership, whilst delivering a surplus revenue position for the Council through the reinvestment of recycled savings from the closure and withdrawal of public leisure service provision from other sports facilities. The recommendations would further deliver a vacant site (asset) for alternative use. Initial modelling work suggests that the

provision of the new City Centre destination facility would result in circa 1.3m visits to the facility per annum.

6.3.5 There are no HR implications for the organisation as these proposals will not affect City Council employees.

## **6.4 Equalities / EIA**

6.4.1 Following consultation and analysis of demographic, health, sport and leisure data for and survey responses for the city (and specifically including that of members accessing the current city centre leisure provision), an Equality and Consultation Analysis (ECA) was produced for the Sports Strategy (see Coventry Sports Strategy 2014-2024 Cabinet Report, Coventry City Council, August 2014).

6.4.2 Demographic, health, sport and leisure data and public survey responses highlighted the following considerations within the ECA concerning protected groups under equalities legislation:

### *Vulnerable Communities (disadvantage/poverty)*

- a) The pattern of participation in the city mirrors the city's deprivation patterns, with lower participation rates to be found in the north and east of the city and the higher participation rates to be found to the west and parts of the south.
- b) Uniquely, city centre public leisure provision (via Coventry Sports and Leisure Centre) draws members relatively evenly from across the city, with only 25% of its members (with known postcode information) residing within a mile of the centre.
- c) The geographic spread of Coventry Sports and Leisure Centre (CSLC) members and users means its impact is likely to be more evenly felt (positively and negatively) across the protected groups in the city.
- d) CSLC attracts members from a range of household types, similar to that of the city's profile.
- e) CSLC achieved both the highest level of satisfaction of all public leisure centres in the city and the second highest level of dissatisfaction.
- f) Over 52% of CSLC users travelled to the centre by car/motorbike, with a further 21% travelling to the centre by bus.
- g) 41% of CSLC users pay a discounted rate.

### *Disability*

- a) 4.5% of the total population of Coventry are economically inactive due to a long term illness or disability.
- b) The proportion of disabled people taking part in sport in the city is less than both national and regional averages.

### *Age*

- a) There is a correlation between age and inactivity rates which are the highest amongst those aged 55+ (67.9%) and lowest for young adults aged 16-25 (43.3%)
- b) Coventry Sports and Leisure Centre has a higher than average proportion of both younger members and members over the age of 55 years.
- c) Cycling, swimming and athletics are characterised by an even spread throughout the age cohorts up to 64 years
- d) Young people often struggle to afford to participate in sport and active recreation as youth unemployment remains high and students and young earners are often under financial pressure.

### *Gender*

- a) 50.3% of the local population are female.

- b) In Coventry, female inactivity (61.3%) is significantly higher than the equivalent male rate.
- c) In Coventry, the proportion of women regularly taking part in sport (15.2%) is less than half that of men (31.3%).
- d) Just under nine in ten of those taking part in keep fit exercises and six in ten swimmers are women.

6.4.4 The Equality and Consultation Analysis contained as an appendix to the 'Coventry Sports Strategy 2014-2024' Cabinet Paper (Coventry City Council, 2014) indicated the following potential equalities impacts with regard to the protected groups under equalities legislation:

- a) The strategy was very well received and there was little opposition to either the aims or the strategic objectives. There was agreement to all eight of the vision aims from at least 80% of all respondents.
- b) A need to ensure sport provision and support for people with disabilities was highlighted in the consultation. In total 25 comments (2.3% of all comments) were received supporting the need for increased participation from people with disabilities and for facilities for the disabled.
- c) Many of the respondents commented on the need for high quality facilities for all abilities. In total there were 250 comments relating to this, and many of these also referred to the need for facilities in neighbourhoods.
- d) Linking sport to public health received 51 comments, with respondents wanting to see more done to improve the health of local people through sport.
- e) The importance of links to schools and the need for opportunities for young people was highlighted, 101 comments were received on this subject.
- f) Comments relating to age were made by 46 respondents. These were almost equally spread between a need for more sporting opportunities for children and young people and older people. A number of comments also supported better use of schools as a sporting venue.
- g) Very few comments were received in relation to gender, although support for Vision Aim 1 – relating to increased participation for females – was very well supported.
- h) Five comments were received supporting sport provision within neighbourhoods and how this could help those with an economic disadvantage participate more in sport.
- i) Four comments were received regarding race and religion. These related to incorporating minority community sports into programmes and ensuring cultural and BME representation on partnerships.
- j) With regards to city centre sport and public leisure provision, a new destination leisure facility on a new city centre site would mean there would be no gap in provision. To mitigate the loss of bowls provision under option 6b, a suitable site could be considered elsewhere in the city, allowing easier access for participants.

## 6.5 Implications for (or impact on) the environment

### 6.5.1 During Construction

Construction would be undertaken in accordance with Secured By Design principles. Modern construction materials would be utilised and would present a significantly lesser impact on the environment than materials that were historically used. Site Waste Management techniques would be utilised and off-site manufacture would be prioritised wherever possible, thereby reducing reliance on water, minerals and other natural resources. Local contractors would be prioritised where appropriate and local specialised



sub-contractors, suppliers and labour sources would also be utilised, wherever possible. If approved, the demolition and disposal of building materials from the existing CSLC would require an approved risk management and methodology strategy.

#### 6.5.2. In Use

It is anticipated that the operation of a modern destination facility would deliver significant efficiencies in water and energy consumption compared to an ageing site, and would deliver an overall reduction in the carbon footprint. Energy saving controls would be incorporated into scheme, potentially through a connection to the Heatline supply, to reduce the on-going impact on natural resources. The modern mechanical and electrical installations will provide improved energy use through more efficient plant and better controls, such as passive-infra red sensors and time-limited functions. Safe and secure management principles would be adopted by the operator to ensure the safety and perceived safety of its users and those living and working around the proposed development. The operator would further be expected to deliver carefully selected activity programmes that are reflective of the needs of local users and the neighbourhoods they represent. Provision would be reviewed regularly to reflect changes in requirements and ensure efficiencies in centre operations.

### **6.6 Implications for partner organisations?**

6.6.1 The proposed Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatics Strategy 2014-2024 are partnership documents developed through consultation with a range of stakeholders.

6.6.2 Approving these partnership strategies for Coventry will confirm the strategic direction and priorities for sport in the city – developing a more active, inclusive and vibrant Coventry through positive experiences in sport. Approving these strategies will further show recognition of the wide range of benefits that sport and active recreation can bring to both individuals and communities.

6.6.3 Approval of these strategies will give confidence to external funders that the city has clear objectives and priorities for sport in the next ten years. This should assist partners in applying for external grant funding and will bring greater coherence in the links from sport to wider city agendas (e.g. tourism, health, jobs and economy, regeneration).

6.6.4 Notably, however, the loss of a 50m pool from the city would impact on the City of Coventry Swimming Club's Beacon Club status (assuming this is retained beyond the current funded period to 2017) and their ability to host long-course training and competition events in the city (including generating income from such events). The issues presented by the proposed loss of the 50m pool are highlighted in more detail of the appendices of the Coventry Sports Strategy 2014-2024 Cabinet Report.

6.6.5 From a public leisure perspective, current lease, grant and operational arrangements with the Coventry Sports Trust are due to expire in 2016, prior to the anticipated date of any new city centre provision. Arrangements for public leisure operations across all the sites covered by the existing agreement will need to be considered in the light of new city centre facility proposals and service concession arrangements.

6.6.6 Any implications for staffing arrangements across Coventry Sports Trust as a consequence of the recommended option would be the subject of proposals presented by the organisation/service concessionaire and would be managed independently by CST/the service concessionaire as the employer and potential employer of affected staff. These changes will be monitored for the purposes of ascertaining equalities impact.

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Public Leisure Facility Development - City Centre Options Appraisal: Options Overview and Facility Mixes

Option	Option Overview	Key Facts			Wet Side Facilities									Dry Side Facilities								
		Net Cost / (Saving)	Size of Devpt.	Closure Period	25 x 6 Pool	25 x 8 Pool	50 x 8 Pool	Warm Up Pool	Spec Seating	Diving Pool	Learner Pool	Splash Pool	Dest. Facility	Health Suite/Spa	Fitness Stations	Exercise Studios	Sports Courts	Bowls Lanes	Squash Courts	Play / Crèche	Climbing Wall	Dojo / Martial
1	Continue to operate the <b>existing</b> Coventry Sports and Leisure Centre (CSLC) facilities, whilst modernising it in phases over the course of the equivalent modelling period that has been applied to all of the options.	£34.9m	17,000m <sup>2</sup>	Phased			✓		1,000	✓	✓	300m <sup>2</sup>		Suite	65	✓	10	6	2	✓		
2a	Completely <b>modernise</b> the existing facility mix within CSLC and retaining the existing layout of facilities.	£15.5m	17,000m <sup>2</sup>	2 years 8 months			✓		1,000	✓	✓	300m <sup>2</sup>		Suite	65	✓	10	6	2	✓		
2b	Completely <b>modernise</b> the existing facility mix within the wet side only of CSLC and retaining the existing layout of facilities within this area. The dry side would be demolished.	£9.4m	10,500m <sup>2</sup>	2 years 2 months			✓		1,000	✓	✓	300m <sup>2</sup>		Suite	65	✓				✓		
3a	Completely <b>reconfigure</b> and <b>modernise</b> the existing building to expand the 50m pool and leisure water areas and reconfigure the dry side to become events spaces for sports hall, bowls and squash and a bespoke dojo / martial arts area.	£27.6m	17,000m <sup>2</sup>	2 years 8 months			✓		1,000	✓		600m <sup>2</sup>		Suite	65	✓	10	6	4	✓		✓
3b	Completely <b>reconfigure</b> and <b>modernise</b> the existing wet side of the building only, with dry side to be demolished. Reconfiguration to include the building of a sports hall space and bowls over the 50m pool area and a 25m x 8 pool in leisure / learner water area.	£14.6m	10,500m <sup>2</sup>	2 years 2m		✓			500					Suite	65	✓	6	6		✓		
4a	Build a completely <b>new</b> replacement facility on the <b>existing</b> CSLC site to include a new facility mix, built to modern standards and specifications.	(£4.5m)	7,556m <sup>2</sup>	2 years 10m		✓			500			600m <sup>2</sup>		Suite	65	✓	6	6	2	✓		
4b	Build a completely <b>new</b> replacement facility on a <b>new</b> city centre site to include a new facility mix, built to modern standards and specifications.	(£0.1m)	7,556m <sup>2</sup>	0 years		✓			500			600m <sup>2</sup>		Suite	65	✓	6	6	2	✓		
5a	Build a completely <b>new</b> replacement facility on the <b>existing</b> CSLC site as part of a wider <b>urban</b> development, to include a new facility mix, built to modern standards and specifications.	(£7.2m)	5,920m <sup>2</sup>	2 years 10m	✓							600m <sup>2</sup>		Suite	65	✓		6	2	✓		
5b	Build a completely <b>new</b> replacement facility on a <b>new</b> city centre site as part of a wider <b>urban</b> development, to include a new facility mix, built to modern standards and specifications.	(£2.8m)	5,920m <sup>2</sup>	0 years	✓							600m <sup>2</sup>		Suite	65	✓		6	2	✓		
6a	Build a new ' <b>destination</b> leisure facility' on a new city centre site to incorporate the partial re-provisioning of indoor <b>bowls</b> .	(£8.5m)	6,784m <sup>2</sup>	0 years	✓								1650m <sup>2</sup>	Suite	65	✓		3	2	✓	✓	
6b	Build a new ' <b>destination</b> leisure facility' on a new city centre site to incorporate health day <b>spa</b> provision without the partial re-provisioning of indoor bowls.	(£13.3m)	6,784m <sup>2</sup>	0 years	✓								1650m <sup>2</sup>	Spa	85	✓			2	✓	✓	
7	<b>Close</b> the existing CSLC facility and do not re-provide any public leisure centre facilities within the city centre.	(56.7m)	n/a	n/a																		
8a	Build a new leisure centre on a new city centre site to include a <b>50m</b> x 8 lane swimming pool complete with booms and a moveable floor.	£5.5m	6,531m <sup>2</sup>	0 years			✓		1000					Suite	85	✓			2	✓	✓	
8b	Build a new leisure centre on a new city centre site to include a <b>50m</b> x 8 lane swimming pool complete with booms and a moveable floor, along with a <b>20m</b> warm up pool.	£7.4m	6,929m <sup>2</sup>	0 years			✓	✓	1000					Suite	85	✓			2	✓		
Page 149	Build a new leisure centre on a new city centre site to include a <b>50m</b> x 8 lane swimming pool complete with booms and a moveable floor, along with a family <b>splash</b> pool.	£7.9m	6,515m <sup>2</sup>	0 years			✓		500			500m <sup>2</sup>		Suite	85	✓			2	✓		
	Build a new leisure centre on a new city centre site to include a <b>50m</b> x 8 lane swimming pool complete with booms and a moveable floor, <b>diving</b> at one end of the pool and a <b>20m</b> warm up pool.	£11.1m	7,123m <sup>2</sup>	0 years			✓	✓	1000		✓				Suite	85	✓			2	✓	

**Public Leisure Facility Development - City Centre Options Appraisal: Options Overview and Appraisal Conclusions**

Option	Option Overview	Building / Site Considerations	Regeneration Considerations	Financial Sustainability	Generation of Future Investment	
Page-150	Continue to operate the <b>existing</b> Coventry Sports and Leisure Centre (CSLC) facilities, whilst modernising it in phases over the course of the equivalent modelling period that has been applied to all of the options.	<ul style="list-style-type: none"> <li>£6m would be invested early on but would not be fully modernised / refurbished from the outset, and would still be an inefficient layout and use of space</li> <li>Despite modernisation, the structure would be 80 yrs old by end of the modelling</li> <li>This modernisation would continually require area closures</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Not financially sustainable, with a net cost of £34.9m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to any investment needed in other potential sport/leisure solutions within the city</li> </ul>	
	2a	Completely <b>modernise</b> the existing facility mix within CSLC and retaining the existing layout of facilities.	<ul style="list-style-type: none"> <li>Despite modernisation, this would still be an inefficient layout and use of space</li> <li>Despite modernisation, the structure would be 80 yrs old by end of the modelling</li> <li>Would result in a 2 yr 8 month closure without city centre public leisure</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Not financially sustainable, with a net cost of £15.5m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to any investment needed in other potential sport/leisure solutions within the city</li> </ul>
	2b	Completely <b>modernise</b> the existing facility mix within the wet side only of CSLC and retaining the existing layout of facilities within this area. The dry side would be demolished.	<ul style="list-style-type: none"> <li>Would retain some modernised city centre leisure facilities</li> <li>Despite modernisation, this would still be an inefficient layout and use of space</li> <li>Despite modernisation, the structure would be 80 yrs old by end of the modelling</li> <li>Would result in 2 yr 2 month closure without city centre public leisure</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Not financially sustainable, with a net cost of £9.4m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to any investment needed in other potential sport/leisure solutions within the city</li> </ul>
	3a	Completely <b>reconfigure</b> and <b>modernise</b> the existing building to expand the 50m pool and leisure water areas and reconfigure the dry side to become events spaces for sports hall, bowls and squash and a bespoke dojo / martial arts area.	<ul style="list-style-type: none"> <li>Would retain the existing city centre public leisure offer - fully modernised</li> <li>Reconfiguration would provide more efficient layout and use of space</li> <li>Despite modernisation, the structure would be 80 yrs old by end of the modelling</li> <li>Would result in 2 yr 8 month closure without city centre public leisure</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Not financially sustainable, with a net cost of £27.6m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to any investment needed in other potential sport/leisure solutions within the city</li> </ul>
	3b	Completely <b>reconfigure</b> and <b>modernise</b> the existing wet side of the building only, with dry side to be demolished. Reconfiguration to include the building of a sports hall space and bowls over the 50m pool area and a 25m x 8 pool in leisure / learner water area.	<ul style="list-style-type: none"> <li>Would retain city centre public leisure but with a much reduced aquatic offer</li> <li>Reconfiguration would provide more efficient layout and use of space</li> <li>Despite modernisation, the structure would be 80 yrs old by end of the modelling</li> <li>Would result in a 2 yr 2 month closure without city centre public leisure</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Not financially sustainable, with a net cost of £14.6m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to any investment needed in other potential sport/leisure solutions within the city</li> </ul>
	4a	Build a completely <b>new</b> replacement facility on the <b>existing</b> CSLC site to include a new facility mix, built to modern standards and specifications.	<ul style="list-style-type: none"> <li>Delivers new and modern city centre public leisure facilities</li> <li>New build would ensure a modern facility mix with efficient layout</li> <li>Building on the existing site would require demolition of Grade II listed CSLC</li> <li><b>Not considered to be feasible due to Grade II listing</b></li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would be financially sustainable, with a net saving of £4.9m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would generate a small surplus towards investment in other potential sport/leisure solutions within the city</li> </ul>
4b	Build a completely <b>new</b> replacement facility on a <b>new</b> city centre site to include a new facility mix, built to modern standards and specifications.	<ul style="list-style-type: none"> <li>Delivers new and modern city centre public leisure facilities</li> <li>New build would ensure a modern facility mix with efficient layout</li> <li>Provides competition water facility - 25m x 8 pool with spectator seating</li> <li>Could be delivered with a seamless transition of public leisure in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would contribute to the regeneration of the city centre south</li> <li>Would not necessarily contribute to retention of footfall in the city centre south</li> </ul>	<ul style="list-style-type: none"> <li>Would barely be financially sustainable, with a net saving of £0.6m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would not generate enough surplus to realistically contribute to any investment needed in other potential sport / leisure solutions within the city</li> </ul>	
5a	Build a completely <b>new</b> replacement facility on the <b>existing</b> CSLC site as part of a wider <b>urban</b> development, to include a new facility mix, built to modern standards and specifications.	<ul style="list-style-type: none"> <li>Delivers new and modern city centre public leisure facilities</li> <li>New build would ensure a modern facility mix with efficient layout</li> <li>Building on the existing site would require demolition of Grade II listed CSLC</li> <li><b>Not considered to be feasible due to Grade II listing</b></li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would be financially sustainable, with a net saving of £8.0m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would generate a small surplus towards investment in other potential sport/leisure solutions within the city</li> </ul>	
5b	Build a completely <b>new</b> replacement facility on a <b>new</b> city centre site as part of a wider <b>urban</b> development, to include a new facility mix, built to modern standards and specifications.	<ul style="list-style-type: none"> <li>Delivers new and modern city centre public leisure facilities</li> <li>New build would ensure a modern facility mix with efficient layout</li> <li>Could be delivered with a seamless transition of public leisure in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would contribute to the regeneration of the city centre south</li> <li>Would not necessarily contribute to retention of footfall in the city centre south</li> </ul>	<ul style="list-style-type: none"> <li>Would be financially sustainable, with a net saving of £3.6m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would generate a small surplus towards investment in other potential sport/leisure solutions within the city</li> </ul>	
6a	Build a new ' <b>destination</b> leisure facility' on a new city centre site to incorporate the partial re-provisioning of indoor <b>bowls</b> .	<ul style="list-style-type: none"> <li>Provides new 'destination' facility of regional significance for the city</li> <li>New, modern city centre public leisure facilities - continued bowls provision</li> <li>New build would ensure a modern facility mix with efficient layout</li> <li>Could be delivered with a seamless transition of public leisure in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would be financially sustainable, with a net saving of £6.7m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would generate a small surplus towards investment in other potential sport/leisure solutions within the city</li> </ul>	
6b	Build a new ' <b>destination</b> leisure facility' on a new city centre site to incorporate health day <b>spa</b> provision without the partial re-provisioning of indoor bowls. <b><u>This is the recommended option.</u></b>	<ul style="list-style-type: none"> <li>Provides new 'destination' facility of regional significance for the city</li> <li>New, modern city centre public leisure facilities - continued bowls provision</li> <li>New build would ensure a modern facility mix with efficient layout</li> <li>Could be delivered with a seamless transition of public leisure in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would be financially sustainable, with a net saving of £13.3m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would generate significant surplus towards investment in other potential sport/leisure solutions within the city</li> </ul>	
7	<b>Close</b> the existing CSLC facility and do not re-provide any public leisure centre facilities within the city centre.	<ul style="list-style-type: none"> <li>This option would completely remove any public leisure facility provision from the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to the regeneration and retention of footfall in the south of the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would be financially sustainable, with a net saving of £56.7m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would generate significant surplus towards investment in other potential sport/leisure solutions within the city, but would result in no city centre public leisure provision</li> </ul>	
8a	Build a new leisure centre on a new city centre site to include a <b>50m</b> x 8 lane swimming pool complete with booms and a moveable floor.	<ul style="list-style-type: none"> <li>Delivers new, modern city centre public leisure facilities with efficient layout</li> <li>Retains competition 50m pool with movable floor / booms and spectator seating</li> <li>Could be delivered with a seamless transition of public leisure in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would contribute to the regeneration of the city centre south</li> <li>Would not necessarily contribute to retention of footfall in the city centre south</li> </ul>	<ul style="list-style-type: none"> <li>Not financially sustainable, with a net cost of £5.6m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to any investment needed in other potential sport/leisure solutions within the city</li> </ul>	
8b	Build a new leisure centre on a new city centre site to include a <b>50m</b> x 8 lane swimming pool complete with booms and a moveable floor, along with a <b>20m</b> warm up pool.	<ul style="list-style-type: none"> <li>Delivers new, modern city centre public leisure facilities with efficient layout</li> <li>Retains competition 50m pool with movable floor / booms and spectator seating</li> <li>Provides 20m pool warm up facilities to attract regional events</li> <li>Could be delivered with a seamless transition of public leisure in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would contribute to the regeneration of the city centre south</li> <li>Would not necessarily contribute to retention of footfall in the city centre south</li> </ul>	<ul style="list-style-type: none"> <li>Not financially sustainable, with a net cost of £7.5m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to any investment needed in other potential sport/leisure solutions within the city</li> </ul>	
8c	Build a new leisure centre on a new city centre site to include a <b>50m</b> x 8 lane swimming pool complete with booms and a moveable floor, along with a family <b>splash</b> pool.	<ul style="list-style-type: none"> <li>Delivers new, modern city centre public leisure facilities with efficient layout</li> <li>Retains competition 50m pool with movable floor / booms and spectator seating</li> <li>Provides continued family 'splash' pool facilities</li> <li>Could be delivered with a seamless transition of public leisure in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>Would contribute to the regeneration of the city centre south</li> <li>Would not necessarily contribute to retention of footfall in the city centre south</li> </ul>	<ul style="list-style-type: none"> <li>Not financially sustainable, with a net cost of £7.9m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>Would not contribute to any investment needed in other potential sport/leisure solutions within the city</li> </ul>	

8d	Build a new leisure centre on a new city centre site to include a <b>50m</b> x 8 lane swimming pool complete with booms and a moveable floor, <b>diving</b> at one end of the pool and a <b>20m</b> warm up pool	<ul style="list-style-type: none"> <li>• Delivers new, modern city centre public leisure facilities with efficient layout</li> <li>• Retains competition 50m pool with movable floor / booms and spectator seating</li> <li>• Continued diving and 20m pool warm up facilities to attract regional events</li> <li>• Could be delivered with a seamless transition of public leisure in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>• Would contribute to the regeneration of the city centre south</li> <li>• Would not necessarily contribute to retention of footfall in the city centre south</li> </ul>	<ul style="list-style-type: none"> <li>• Not financially sustainable, with a net cost of £11.2m over the 45 year modelling period</li> </ul>	<ul style="list-style-type: none"> <li>• Would not contribute to any investment needed in other potential sport/leisure solutions within the city</li> </ul>
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High Level Options Appraisal for  
City Centre Public Leisure  
Provision  
Coventry City Council



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Appendix A – Budget Costs

Appendix B – Budget Cashflows

Appendix C – Christchurch House and Spire House site plan



# 1 Introduction

- 1.1 Coventry City Council appointed Deloitte to complete a high level Options Appraisal in relation to City Centre Public Leisure Provision within Coventry.
- 1.2 The ten options the Council requested Deloitte consider in relation to the future of public leisure provision in the city centre were:
- Option 1 - Do nothing and retain the existing city centre leisure facilities (CSLC);
  - Option 2a - Modernise the existing listed city centre leisure facilities (CSLC);
  - Option 2b - Modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
  - Option 3a - Reconfigure, rationalise and modernise the existing listed leisure facilities (CSLC);
  - Option 3b - Reconfigure, rationalise and modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
  - Option 4 - Provide a new build 'replacement' leisure centre on the existing city centre site;
  - Option 5 - Provide a new build leisure centre on the existing site as part of a wider urban redevelopment initiative;
  - Option 6a - Provide a new build leisure centre with split water provision (ie. Between the 'lap pool' and leisure water) on the existing Spire House / Christchurch House site within the city centre;
  - Option 6b - Provide a new build leisure centre with split water provision (ie. Between the 'lap pool' and leisure water), a larger fitness suite and day spa facility, on the existing Spire House / Christchurch House site within the city centre.
  - Option 7 – Close and mothball the existing city centre leisure centre and do not re-provide any replacement or relocated facilities in the city centre.
- 1.3 In addition to the facility mixes defined within each of the options, there were a number of optional facilities that the Council required to be priced separately, such that they can be considered as possible additions to any or some of the options. The optional facilities that required costing were:
- Moveable floor addition for half of a 25m x 6 lane pool;
  - Moveable floor addition for half of a 25m x 8 lane pool;
  - Full depth competition diving pool with full range of diving boards from 1m springboard through to 10m platform;
  - Additional construction costs to one end of a 25m x 6 lane pool to accommodate 1m and 3m springboards (along with the additional costs for pool surround area and springboards themselves) fitted with moveable floor;
  - Additional construction costs to one end of a 25m x 8 lane pool to accommodate 1m and 3m springboards (along with the additional costs for pool surround area and springboards themselves) fitted with moveable floor; and
  - Omit the bowls hall from Options 6a.

- 1.4 Associated heritage and planning aspects were reviewed for the city centre Coventry Sports and Leisure Centre (CSLC) site and the proposed Spire House / Christchurch House site.
- 1.5 We have included in chapter four, an overview of the key themes in respect of the listing issues facing any potential refurbishment / demolition works on the CSLC site.
- 1.6 Commentary included in Chapter 5, which discusses the planning implications of developing on the Spire House / Christchurch House site, was provided by Coventry City Council Planning Department.

# 2 Capital Costs

## Introduction

- 2.1 The budget costs were prepared by Appleyard & Trew LLP as a sub-consultant to Deloitte and are based on experience of the leisure industry and benchmarking data obtained from other projects.
- 2.2 A copy of the budget cost build ups is included at **Appendix A**.

## Costed Options

- 2.3 In accordance with instructions received from the Client, the Project Team have developed ten option proposals as detailed below:-
- Option 1 - Do nothing and retain the existing city centre leisure facilities (CSLC), maintaining the facility to ensure continued operation;
  - Option 2a - Modernise the existing listed city centre leisure facilities (CSLC);
  - Option 2b - Modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
  - Option 3a - Reconfigure, rationalise and modernise the existing listed leisure facilities (CSLC);
    - Retain the swimming facilities within the same area as they are currently located, but rationalised within that area to:
      - § extend the 50m pool to incorporate a moveable boom;
      - § remove the learner pool in favour of a completely re-modelled and expanded leisure water;
      - § complete reconfiguration and modernisation of all associated 'wet side' changing areas;
      - § retain a fitness suite and studio space in the existing 'wet side' area and relocate the children's soft play / crèche area into this part of the building (from its existing location in the 'dry side' of the building) in order to make it more immediately accessible to the usage of Health and Fitness members / users;
      - § reconfigure the existing 'dry side' area to become an 'events' space to include the existing sports hall and bowls facilities (each with spectator seating) along with reinstatement of the two squash courts to also have spectator viewing;
      - § introduction of a separate ground floor reception area to serve the 'dry side' events space;
      - § conversion of the condemned and closed annex (formerly used as squash courts) into a bespoke judo dojo / martial arts matted area, also with separate and independent access; and
      - § retaining / locating a café / bar area in the newly reconfigured 'wet side' area of the building.
  - Option 3b - Reconfigure, rationalise and modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
    - The facility mix and configuration for this option assumed:
      - § the demolition of the 'dry side' facilities along with the existing annex and the subsequent making good to the end of the 'wet side' building;

- § the 'building over' of the 50m pool and diving area to create an events sports hall and bowling space, along with complete modernisation of the existing spectator seating;
  - § converting the existing leisure water and learner pool area into a 25m x 8 lane competition pool, and providing spectator seating into the existing studio area adjacent;
  - § reconfiguring and modernising both 'wet side' and 'dry side' changing areas to serve each of the respective areas;
  - § retaining a fitness suite and studio space in the existing 'wet side' area and relocating the children's soft play / crèche area into this part of the building (from its existing location on the 'dry side' of the building) in order to make it more immediately accessible to the usage of Health and Fitness members / users; and
  - § retaining / locating a café / bar area in the newly reconfigured 'wet side' area of the building.
- Option 4 - Provide a new build 'replacement' leisure centre on the existing city centre site;
  - The facility mix and configuration of this option assumes a more centralised model of facility mix than would be the case under a neighbourhood model, to include:
    - § 25 x 8 lane competition swimming pool including spectator provision for regional level competition;
    - § leisure water facilities built to the same size as option 3a;
    - § health suite;
    - § 6 court 'event' sports hall with bleacher seating for around 750 spectators;
    - § indoor bowls rink to match the existing size, to also be used as a flexible space outside of the bowls season;
    - § 60 station fitness suite;
    - § exercise studio;
    - § 2 squash courts;
    - § children's crèche / soft play area;
    - § café / bar area; and
    - § all associated 'wet and dry side' changing and service accommodation.
- Option 5 - Provide a new build leisure centre on the existing site as part of a wider urban redevelopment initiative;
  - The facility mix and configuration of this option assumes a rationalised facility mix with leisure water to pre-empt a neighbourhood model of city wide leisure provision, to include:
    - § 25 x 6 lane swimming pool;
    - § leisure water facilities built to the same size as option 3a;
    - § health suite;
    - § indoor bowls rink to match the existing size, to also be used as a flexible space outside of the bowls season;
    - § 60 station fitness suite;
    - § exercise studio;
    - § 2 squash courts;
    - § children's crèche area;
    - § café / bar area; and
    - § all associated 'wet and dry side' changing and service accommodation
- Option 6a - Provide a new build leisure centre with split water provision (ie. Between the 'lap pool' and leisure water) on the existing Spire House / Christchurch House site within the city centre;
  - The facility mix and configuration of this option assumes a rationalised facility mix with a 'feature destination facility' to pre-empt a neighbourhood model of leisure provision within the city, to include:
    - § feature 'water park' leisure facilities;



- § 25 x 6 lane swimming pool;
- § 3 lane indoor bowls rink, to also be used as a flexible space outside of the bowls season;
- § 65 station fitness suite;
- § exercise studio;
- § 2 squash courts;
- § children's crèche area;
- § café / bar area; and
- § all associated 'wet and dry side' changing and service accommodation.

- Option 6b – Provide a new build leisure centre with split water provision (ie. Between the 'lap pool' and leisure water) on the existing Spire House / Christchurch House site within the city centre to include the same facilities as Option 6a except:
  - § a day spa facility is to be provided in lieu of the indoor bowls area;
  - § enhanced fitness suite facilities (85 stations in lieu of 65) and a spin studio to be provided; and
  - § the health suite facility is omitted in light of the larger day spa offer on the second floor.
- Option 7 - Close and mothball the existing city centre leisure centre and do not re-provide any replacement or relocated facilities in the city centre.

2.4 Allowances for professional fees, Client FF&E, risk etc., are scheduled against each option in the cost summary included on the following page.

## Cost Summary

- 2.5 A cost analysis in support of the construction costs for each option is included at **Appendix A**.
- 2.6 The budget capital build cost for each option is outlined below:

Option	Total Project Budget Cost	Cost Options
1	£52,440,000	N/A
2a	£32,985,600	N/A
2b	£27,748,800	N/A
3a	£44,073,600	Extra over for half size moveable floor to 25m x 8 lane pool - £620,000  Extra over cost to accommodate 1m and 3m springboards on a 25m x 8 lane pool - £750,000
3b	£33,460,800	Extra over for half size moveable floor with flap to 25m x 8 lane pool - £650,000  Extra over cost to accommodate 1m and 3m springboards on a 25m x 8 lane pool - £900,000
4	£29,119,200	Extra over for half size moveable floor with flap to 25m x 8 lane pool - £450,000  Extra over for full diving provision from 1m to 10m platform, new

		25m x 15m pool plus changing - £3,000,000
		Extra over cost to accommodate 1m and 3m springboards on a 25m x 8 lane pool - £900,000
5	£24,191,200	Extra over for half size moveable floor to 25m x 6 lane pool - £350,000
		Extra over for full diving provision from 1m to 10m platform, new 25m x 15m pool plus changing - £3,000,000
		Extra over cost to accommodate 1m and 3m springboards on a 25m x 6 lane pool - £750,000
6a	£32,384,000	Omission of bowls - £1.6m
6b	£33,616,000	-
7	£1,104,000	Monthly ongoing cost - £7,500
		Mothball wetside only- £900,000, reduced monthly ongoing cost – £6,000

**Table 1 – Cost Summary**

## Remove/Demolish Existing/Prepare Site

2.7 General demolition and site clearance costs in preparation for new buildings have been included against each option as appropriate. However, the following items should be specifically noted:

- No demolition/site clearance costs are included for Options 1, 2a and 3a;
- Options 2b and 3b include for the demolition of the City Centre “dry side” building only;
- Options 4 and 5 include for the demolition of the City Centre “wet” and “dry side” buildings; and
- Options 6a and 6b include costs associated with the demolition of the existing Christchurch House and Spire House. The existing Coventry Sports and Leisure Centre (CSLC) would be retained for an alternative use.

2.8 A separate cost is identified for Option 7, which is based upon mothballing the existing building including decommissioning all services and making the structure wind and weather tight.

## Building Costs

2.9 Building costs for each of the options have been calculated based upon the following:

2.9.1 Option 1 – Retain existing and modernise over 40 year period

- Costs are calculated based upon carrying out initial/essential back log maintenance works in Year 1 (as identified in separate report by Coventry City Council); and
- In addition, modernisation costs are included (based on Option 2a Construction Costs) but based upon carrying them out at intervals over a 40 year period together with indicative inflation allowances. These costs were provided by Coventry City Council. The costs were established in a separate condition survey commissioned by the Council.

#### 2.9.2 Option 2a – Modernise the existing listed City Centre Leisure Facilities

- Allowance for renewing and upgrading the external fabric and services that would be extra over to the area rate used for refurbishment;
- We have assumed that the centre would be closed and the modernisation programme would take place all at once; and
- Cost/m<sup>2</sup> allowances for modernising both the “wet” and “dry” facilities based on Appleyard and Trew’s area calculations to which a cost/m<sup>2</sup> has been allocated. The cost/m<sup>2</sup> allowances are based upon benchmarked rates for modernising leisure facilities previously carried out by Appleyard & Trew LLP.

#### 2.9.3 Option 2b – Modernise listed “Wet Side” only. The dry side would be demolished as part of the works.

- Calculated as Option 2a, however it is applicable to the wet side only.

#### 2.9.4 Option 3a – Reconfigure, rationalise and modernise the existing listed leisure facilities

- Allowance for renewing and upgrading the external fabric and services that would be extra over to the area rate used for refurbishment;
- Cost/m<sup>2</sup> allowances for reconfiguring both “wet” and “dry” facilities based upon Appleyard and Trew’s area calculations. An enhanced cost/m<sup>2</sup> (enhanced above the Option 2a modernisation rate) is applied to take account of the indicative scope of the works;
- We have assumed that the centre would be closed and the modernisation programme would take place all at once; and
- Abnormal cost allowances are added to the total building costs to cover items considered in addition to the cost/m<sup>2</sup> parameters to include items as:
  - installation of boom;
  - water park facilities;
  - disabled lift to pool; and
  - seating to new events space.

#### 2.9.5 Option 3b – Reconfigure, rationalise and modernise listed “wet side” only

- Calculated based upon the principles of Option 3a and with abnormal cost allowances adjusted to suit facilities.

#### 2.9.6 Option 4 and 5 – New build leisure centre

- Cost calculated based upon area schedules provided by Deloitte Real Estate for each Option;
- Cost/m<sup>2</sup> allowances are applied based upon Appleyard & Trew’s baseline cost data based on previous new build public sector leisure centre projects; these rates are then updated for:
  - benchmarked costs are updated to current rates (3<sup>rd</sup> quarter 2013);
  - city centre location of proposed new pool; and
  - potential “iconic” design of new facility.
- Abnormal costs are added to the total building costs to cover items/features considered in addition to the cost/m<sup>2</sup> parameters.

#### 2.9.7 Option 6a and 6b - New Build Leisure Centre with Feature Water Park

- These options provide a new build City Centre leisure centre with a destination feature water park. The concept and facilities for both options are similar but Option 6A includes a 3 rink indoor bowling facility and 6b includes an increased fitness/studio facility and a day spa in lieu of bowling.
- Costs are based upon area schedules prepared by Design Cubed Architects for the proposed City Centre site on the existing Christ Church House/Spire House site.

- Cost/m<sup>2</sup> allowances are applied based upon Appleyard & Trew's baseline cost data on previous new build leisure centre projects, which are then updated for:-
  - benchmarked costs are updated to current rates (3rd quarter 2013);
  - city centre location of proposed new pool; and
  - potential "iconic" design of new facility.
- Abnormal costs are therefore added to the total building costs of each Option to include for items/features considered in addition to the cost/m<sup>2</sup> parameters. An allowance of £3m is included for feature leisure rides calculated following discussions with designers of feature leisure rides.
- The allowance for external works/drainage/incoming services is enhanced for the potential site location and constraints and also the potential for including an element of public realm to compliment both the new facility and surrounding buildings.

#### 2.9.8 Option 7

- The costs for mothballing are included in Removal/Demolition Costs. A separate below the line figure is included for on-going monthly costs to cover general inspections/security checks etc of the existing building.
- A further separate allowance is included for mothballing the wet side only on the basis that the dry side is demolished. (NB: no allowance is included for demolishing the dry side only).

### External Works/Drainage/Incoming Services

- 2.10 An allowance is included for general site works to each Option based upon scope of works and locations. The new build Options, 6a and 6b, include an allowance for enhancing the public realm around the new development, linking the new building with its surroundings. This could consist of creating a pedestrianised Public Square or similar.
- 2.11 Costs are included against Option 2a – Options 6a and 6b, for upgrading the existing services or providing new services to the new build Options. No cost for upgrading incoming services is included in Options 1 or 7.

### Inflation

- 2.12 No allowance is currently shown for inflation (apart from in Option 1) due to the uncertainty of when an option will be progressed. Costs have therefore been calculated on current market conditions i.e. 4th Quarter 2013.
- 2.13 It should be noted that Construction Costs have been significantly "depressed" for the last 5/6 years resulting in very competitive rates for labour/materials etc. However, the construction industry is showing signs of optimism, which could lead to significant price increases over the next few years.
- 2.14 Whilst future inflation is unknown it should be considered a significant risk against each of the above projects and the Client should consider this risk against the current Client Contingency / Risk monies allocated to each project.

### Professional Fees

- 2.15 Professional Fee allowances are included as follows:-
- Option 1 and 7 - 15% based upon Coventry City Council historical on costs for professional services; and
  - Option 2a – 6b - 12% based upon an industry professional fee allowance based upon the relative size and value of each project.

2.16 Fees for refurbishment projects in the industry are often higher than fees for new build projects. However, fees for refurbishment and new-build options on this project are expected to be approximately the same, due to the scale of the project.

### **Client FF&E (Loose Furniture/Equipment)**

2.17 Allowances have been calculated on a Project Specific basis, which takes into account the following:

- a) The nature and size of the facility e.g. wet/dry or combined and likely FF&E requirements; and
- b) Experience of Client FF&E costs from recently completed Public Sector leisure centres.

### **Client Contingency/Risk Management**

2.18 Contingency/Risk allowances have been calculated based upon the type of project being undertaken and respective risk profile. As a general principle an allowance of 10% is included for new build projects and 20% for those projects that involve modernisation or reconfiguration of existing facilities.

### **VAT**

2.19 Assumed either not paid or any VAT paid is reclaimable.

### **Cost Options**

2.20 Extra over costs highlighted on the Cost Summary sheet associated with the provision of moveable floor or diving facilities are highlighted where appropriate under each cost heading; it should be noted that costs include for fees and contingency at the appropriate allowance.

### **Lifecycle Costs**

2.21 Life Cycle Costs associated with each of the options are excluded.

2.22 Life Cycle Costs associated with each option will vary dependent on the type of project. On the new build options you would expect the Life Cycle Costs based on an average yearly cost to be lower than on the modernise/refurbishment options.

2.23 There are published cost indices available for Life Cycle Costs for different types of buildings within the Construction Industry as published by the BCIS. These indicate average yearly maintenance costs for building fabric, building services and general redecoration. The average costs can then be adjusted up or down for location, type and age of the building accordingly.

### **Assumptions / Clarifications**

2.24 The following assumptions/clarifications should be read in conjunction with this report:

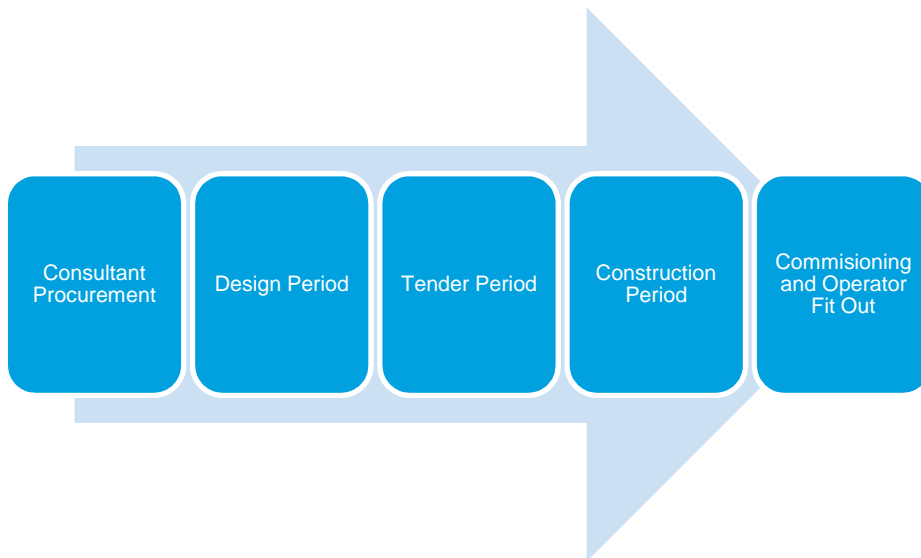
- Building Costs have been calculated on the basis of A&T benchmarked data for specific site anomalies;
- External works/drainage/incoming services costs have been based on site specific information or previously completed schemes;
- No inflation has been included apart from in Option 1 because the final programme dates are unknown. However, we have made a statement on the likely impact on inflation based upon potential inflation scenarios;
- New build rates for Options 4, 5 and 6a and 6b have been increased to account for the City Centre location and Iconic status of any new build;

- Client FF&E allowances vary depending on the type of facility e.g. wet/dry/mixed.
- Risk is calculated on an Option by Option basis depending on the type of project e.g. new build lower risk; refurb higher risk;
- VAT is excluded from all option costs;
- No works are included for any repairs to the existing main structural components of the existing building for Options 1, 2a, 2b, 3a, 3b and 7.
- On-going lifecycle costs are excluded against all options; and
- Construction costs assume the works will be competitively tendered between 4 - 6 contractors depending on the value of individual projects. Should any of the projects be negotiated with only one contractor, there could be a premium to pay on top of the budget costs provided.

# 3 Programmes and Cashflow

## Programmes

3.1 Included below is a high level process map outlining the critical path for all of the options proposed:



3.2 The above process assumes that the contractor is procured in parallel with the Design Period.

3.3 The programmes for each option has been based on a two stage develop and construct procurement route.

3.4 Other activities for example Planning approval, procurement of a contractor, site surveys, etc. are activities that will be completed in parallel with the above critical path items.

3.5 Using the critical path process map headings, we have outlined high level indicative programmes for each option below:

Option	Consultant Procurement	Design Period	Tender Period	Construction Period	Commissioning and Operator Fit Out	Overall Programme
<b>1</b>	N/A	N/A	N/A	N/A	N/A	Ongoing works over 40 years
<b>2a</b>	3 months	One and a half years	6 months	Two and a half years	2 months	4 years 11 months*
<b>2b</b>	3 months	One and a half years	4 months	Two years	2 months	4 years and 3 months*

Option	Consultant Procurement	Design Period	Tender Period	Construction Period	Commissioning and Operator Fit Out	Overall Programme
<b>3a</b>	3 months	One and a half years	6 months	Two and a half years	2 months	4 years and 11 months*
<b>3b</b>	3 months	One and a half years	4 months	Two Years	2 months	4 years and 3 months*
<b>4</b>	5 months	One year	4 months	Two years	2 months	3 years 11 months
<b>5</b>	3 months	One year	4 months	Two years	2 months	3 years and 9 months
<b>6a and b</b>	5 months	One year	4 months	Two years	2 months	3 years and 11 months
<b>7</b>	N/A	N/A	N/A	N/A	N/A	6 months

\* highlights options where the programme assumes complete closure of the existing facility.

- 3.6 The programme periods for Options 2b and 3b, assume the existing wet side is demolished in parallel with the main works to the wet side of the building.
- 3.7 Options 2a, 2b, 3a, 3b and 5 have a similar period for procuring a consultant team. Option 5 is based on a private sector led design competition approach, whilst the other options are based on the scheme not requiring a design competition and being procured using OJEU.
- 3.8 The programme periods for Options 4 and 5 assume the existing centre has already been de-listed prior to demolition and that demolition has been completed prior to the construction period. It is expected that the demolition of the existing centre would take approximately eight months.
- 3.9 The programme for Options 6a and b assumes that Spire House and Christchurch House have been demolished prior to the construction period. It is expected that the demolition of the existing buildings would take approximately six months.
- 3.10 The programme for Option 5 assumes the developer is appointed and a development agreement has been signed.
- 3.11 The period for appointing consultants is shorter in Option 5, when compared to Options 4, 6a and 6b, as it is assumed that the developer will not need to go through OJEU procedures to appoint a consultant team. The period of three months shown represents a suitable timeframe for a developer to run a design competition and to receive approval from the Council to appoint them.
- 3.12 The programmes for appointing a consultant team within options 4, 6a and 6b assume that the Project Manager and Cost Consultant are appointed separately and once appointed they run an OJEU compliant design competition for the remaining design team members.
- 3.13 The programme for Option 7 has been based on a contractor being handed an empty centre.



## Cashflow

- 3.14 A budget cash flow for each option is included at **Appendix B**. The cash flows are based on high level assessments of the expected expenditure on the projects and should be refined at the next stage once more detailed cost and programme analysis has been completed.



# 4 Coventry Sports and Leisure Centre Heritage Considerations

- 4.1 In refurbishing / redeveloping the existing Coventry Sports and Leisure Centre, the Council will have to be cognisant of the restrictions that the listing of the pool hall may have on any plans proposed.
- 4.2 We have set out below, an overview of the issues facing a refurbishment / redevelopment of Coventry Sports and Leisure Centre.

## Details of Statutory Listing

- 4.3 The original part of the Coventry Sports and Leisure Centre (CSLC), including the sunbathing terraces, were statutorily listed (Grade II) on 2nd December 1997. Some of the key aspects of the listing description include:
- Designed in 1956, built 1962 – 66 by Coventry City Architect's Department under Arthur Ling and Terrance Gregory
  - Includes an 'enfilade' of three pools set within a single hall, the largest pool 'T' shaped to include a diving area. This projects on the southern elevation, which is particularly impressive, with full glazing around five sides.
  - The building interior is particularly impressive, which retains original brick and tile finishes.
  - The elaborate facilities of the main pool were designed to meet international competition standards, and the pool became the regional competitive centre for the Midlands. Coventry and Hampstead were the only complexes of the period to be constructed with three pools.
  - The use of a steel frame and longitudinal plan are unusual features and Coventry is identified as important as amongst the most ambitious baths built anywhere in Britain in the short period 1960 – 66, when large swimming complexes were encouraged.
  - The later sports hall to the east and bridge link is not of special interest.

## Other relevant documents

- 4.4 A Stage 1 Conservation Plan for Coventry Sports and Leisure Centre was prepared on behalf of the Council by Alan Baxter and Associates in June 2005. The purpose of the Stage 1 Conservation Plan was to seek to understand the significance of the building and to assess a number of issues associated with the condition and operation of the asset to help to inform decisions regarding the future of the building.
- 4.5 Coventry Planned: The Architecture of the Plan for Coventry 1940 – 1978 - This Report was published in 2009. It was commissioned by English Heritage as part of an historic overview and assessment of the post-war reconstruction of Coventry City Centre. The main driver for the study was that much of Coventry, and in particular the 1950s and 1960s shopping precinct, was due to change and this change would demolish many of the original buildings and alter existing street patterns. The overarching purpose of the report was to understand the form, quality and meaning of different buildings and areas within the city centre.

## Description of the Asset

### **Location of the Coventry Sports and Leisure Centre**

- 4.6 The Site is located within the north eastern part of Coventry city centre. The facility is set within a mix of uses including Coventry University buildings, The Herbert Art Gallery and Museum, Coventry Cathedral and a Coventry City Council operated car park on the opposite side of Fairfax Street.
- 4.7 Access to the Coventry ring road is located to the north east of the Site. There is good access to public transport buses and trains within walking distance of the site, and generally good pedestrian access throughout the city centre leading to the site.

### **Building Condition**

- 4.8 The 2005 Conservation Plan provides an overview of building condition at that time. It was identified that the building had not been subject to any major overhaul or modernisation to bring it up to current standards in terms of energy efficiency, disabled access, swimming pool design etc.
- 4.9 The conclusions reached from the various surveys of architectural and structural condition to inform the Conservation Plan suggested that the building is in need of an 'overhaul'. The Plan goes on to set out an extensive list of specific items / works, some of which appear reasonably significant, which require appropriate additional survey and treatment. The identified works included:
- The need for extensive repair and redecoration of the building exterior, also including replacement of several areas of glazing and extensive refurbishment of the sun terraces;
  - The need for various internal repairs and upgrading, including full replacement of the ceiling in the main pool hall, replacement tiling and upgrading to spectator seating; and
  - The need to further survey and to treat various structural defects affecting various elements of both the external and internal structure and fabric of the building.
- 4.10 In overall terms, based on the published survey information the building appears to be in a moderate condition, albeit that the survey information is now relatively dated (some is in excess of 10 years old) and it is possible that if improvements have not been made since the date of survey, that the buildings' condition may have deteriorated further.

### **Assessment of Significance**

- 4.11 The 2005 Conservation Plan provides an assessment of the significance of the building against a number of considerations, including:
- National Significance;
  - Historic Significance;
  - Architectural Significance;
  - Engineering / Technological Significance; and
  - Social and Cultural Significance
- 4.12 The Coventry Sports and Leisure Centre (CSLC) building has not been subject to any major overhaul or modernisation to bring it up to current standards in terms of energy efficiency, disabled access, swimming pool design etc. Several of the necessary improvements will likely be significant and costly to implement, even if just considering a fairly minimal package of works.
- 4.13 In operational terms, the Coventry Sports and Leisure Centre (CSLC) facility currently operates at a large annual loss, and the operators (the Coventry Sports Trust) require a substantial level of subsidy from the Council. This operating loss is due to a range of factors including inherent problems with the original design

such as the high degree of heat loss arising from the size / orientation of glazing within the building. Design problems associated with the main pool area in particular hinder its present and future performance, including its use as a competition pool and for certain community uses. These issues in themselves will unlikely be sufficient to justify the demolition of the building but will add to any wider redevelopment case.

- 4.14 In terms of the significance of the Coventry Sports and Leisure Centre (CSLC), from a national and historic perspective, it is the only surviving local authority pool of its date and scale. The main pool was the first 'T' shaped pool to be planned to include a diving area which also adds to its national and historic significance.
- 4.15 It could also be considered to be the second most important post-war listed swimming pool in England, with only the Crystal Palace National Recreation Centre being a more significant example. In architectural terms, the main pool area its hall and the glazed southern elevation are viewed as the most important architectural features of the building. Changes made to the building post original construction have generally been to the detriment of its architectural significance although most of these changes were made before the building was statutorily listed so would have been taken into account at the time of listing. The building is seen as important in terms of its cultural and social significance.

## Policy and Legislative Context

- 4.16 There is significant and forceful legislation relating to heritage assets, which requires consent for the majority of works to a listed building, including demolition. It is also standard practice for any listed building consent to be accompanied by a planning condition to the effect that the demolition of / major work to a listed building cannot take place until a contractor has been identified and a contract let for any subsequent redevelopment / development scheme.
- 4.17 The National Planning Policy Framework (NPPF) makes clear that the loss of (or harm to) a Grade II listed building will only be deemed acceptable in exceptional circumstances. NPPF Paragraph 133 provides clarity on the policy steps that need to be addressed, namely:
- ***A. That it can be demonstrated that the loss of the listed asset would deliver substantial public benefits that outweigh that harm or loss; or***
  - ***B. If this cannot be shown then proposals resulting in the loss of a listed building will only be acceptable where a number of criteria can all be met including: that the nature of the heritage asset prevents all reasonable uses of the site; no viable use of the heritage asset itself can be found in the medium term; conservation by grant-funding or some form of charitable or public ownership is demonstrably not possible; and the harm or loss is outweighed by the benefit of bringing the site back into use.***
- 4.18 Coventry has a rich historic past. Any development on the site would need to be cognisant of the archaeology in the area. An early assessment of the likelihood of making archaeological finds on the site, should be completed with the City Planning Officers.

## Relevant Case Law and Precedent

- 4.19 From a review of appeal decisions, there are a number of important considerations that can be applied to re-developing a listed building:
- *The need to produce robust evidence that all potentially viable and appropriate alternative uses have been thoroughly explored;*
  - *That where the building is vacant, that sufficient marketing has been carried out to seek to attract an alternative occupier before considering demolition;*
  - *That any public benefits to justify the loss of or harm to a listed building need to be highly significant and compelling;*

- *Appropriate engagement with English Heritage is important in seeking to agree key principles; and*
- *High quality design associated with any redevelopment scheme is important (this must deliver significantly greater benefits than retaining a vacant listed building for example).*

## Summary

- 4.20 Any development on the Coventry Sports and Leisure Centre site will require robust and detailed planning work to be completed with English Heritage to agree the proposed approach.
- 4.21 Archaeology will need to be reviewed at the early stages of any development on the existing site.
- 4.22 Once a way forward has been agreed by the Council, early discussions should be undertaken with English Heritage and Coventry City Council Planning department to begin dialogue on the various challenges that will have to be faced.

# 5 Possible alternative location – Spire House / Christchurch House

## Background

- 5.1 Coventry City Council has proposed that the city centre site of Christchurch House and Spire House could be a suitable location for a new city centre swimming complex.
- 5.2 A copy of the site plan for Christchurch House and Spire House is included at **Appendix C**.
- 5.3 The rationale for the selection of Christchurch House and Spire House is:
- Development on the site would support the proposed development of Friargate;
  - Connectivity would be established between the new centre, the Friargate development and City Centre South retail scheme. It would create a pathway through the city centre;
  - Development of the site would help the regeneration of office space ie. The Council offices would be relocated to Friargate. It would also help to regenerate the retail offer and the Sports and Leisure offer in this area of the city centre.
  - Christchurch House and Spire House is a good location for a water facility, it is in close proximity to the railway station and has potential links with new car parking in the immediate area. Future car parking infrastructure will also be provided within the city centre south development, which would be within close proximity of the proposed location.
- 5.4 Christchurch House is currently used as one of the City Council's core administration buildings and as a base for the Resource Directorate which includes services such as Financial Management, Major Projects, Revenue and Benefits, Procurement and Legal services.
- 5.5 In addition to the internal services based at Christchurch and Spire House, the following organisations also have tenancy agreements
- PCT
- 5.6 Christchurch House and Spire House consist of 6,800 m<sup>2</sup> of accommodation.

## Site Context

- 5.7 'Christchurch Steeple' is a Grade II\* listed building and adjoins the site proposed as a possible alternative location for a sports centre. Details of the listing on the English Heritage website note that the fourteenth century steeple was restored after damage from a Second World War air raid. It is the sole remnant of a Franciscan friary founded in 1234. The body of the church (rebuilt in 1832) was destroyed in the raid. The octagonal plan spire is constructed using ashlar.
- 5.8 As a Grade II\* building, the building is of significant national importance and therefore any new development adjacent to it should not adversely affect the building and its setting. Views of the Spire are also important and therefore it may be difficult to construct to any notable height alongside the Spire. Again, it is expected

that any proposed applicant will need to liaise with English Heritage and the local planning authority and conservation officer prior to proceeding with this option.

- 5.9 This site is also located in close proximity to the 'High Street' conservation area and would affect views into and out of the conservation area. Therefore, any development on the site would need to preserve or preferably enhance the character and appearance of the area.
- 5.10 Also situated close to the site is the locally listed, Methodist Central Hall, which will also need to be taken into consideration when devising proposals for the site. Methodist Central Hall, built 1931, was added to the list as it was considered worthy of conservation owing to its architectural/historic interest.
- 5.11 A detailed heritage statement will need to accompany any application for redevelopment on this site.

### Policy and Legislative Context

- 5.12 Coventry has a rich historic past. Any development on the site would need to be cognisant of the archaeology in the area. An early assessment of the likelihood of making archaeological finds on the site should be completed with the City Planning Officers.
- 5.13 Development of the Christchurch House and Spire House site would require close consultation with the City Planning department to ensure the development is progressed in line with national policy as well as local planning policy.
- 5.14 Local policy that would be relevant to the project is set out below:
- BE14 – “Locally Listed” buildings
  - BE15 – Archaeological Sites
  - E8 – Redevelopment of existing employment sites
  - CC7 – Major Environmental Improvement Schemes (no.8 – Bull Yard)
  - CC21 – The Southside Area
  - CC2 – A vibrant and entertaining market place



# 6 Next Steps and Recommendations

- 6.1 It is recommended that Coventry City Council complete revenue studies for the capital works options proposed in this report. These revenue options should then be added to the capital works costs to provide a holistic picture on how much each option would cost the Council.
- 6.2 The options should be presented to the Council Members for review, discussion and members should be requested to make a decision on how the project should be progressed.
- 6.3 Funding for the agreed option should be approved and set aside to allow the project to progress.
- 6.4 The timescales for delivering any of the options are significant. Therefore, approval on when to begin the project should be sought in the near future to ensure the project can be completed within a suitable timeframe to replace the ageing city centre facilities.
- 6.5 The Council will need to agree the timescales for delivering a new or refurbished centre so that a detailed programme can be developed.
- 6.6 If the existing Coventry Sports and Leisure Centre is not to be modernised or completely reconfigured, the plan on how to deal with this Council asset should be reviewed in greater detail. We would recommend that the Council look to appoint specialists to advise on this process and how the site could be developed.
- 6.7 If the Christchurch House / Spire House site is to be used for a new leisure centre, the Council should look to appoint a professional team to run a design competition. Details on how this competition will be run should be reviewed at the next stage. A scheme could then be designed and progressed with the appointed team of consultants.



# Appendix A – Budget Costs



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# Appendix B – Budget Cashflows

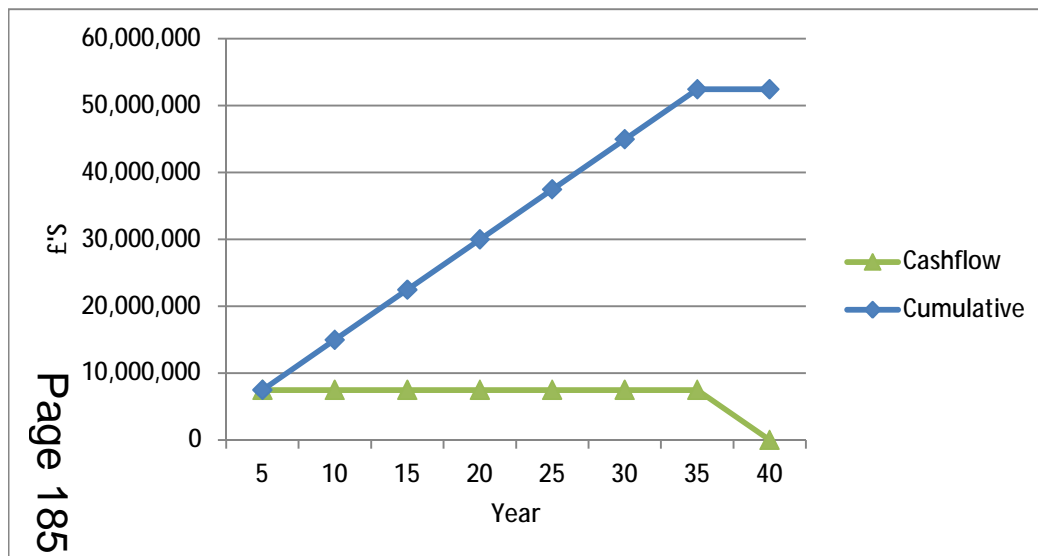




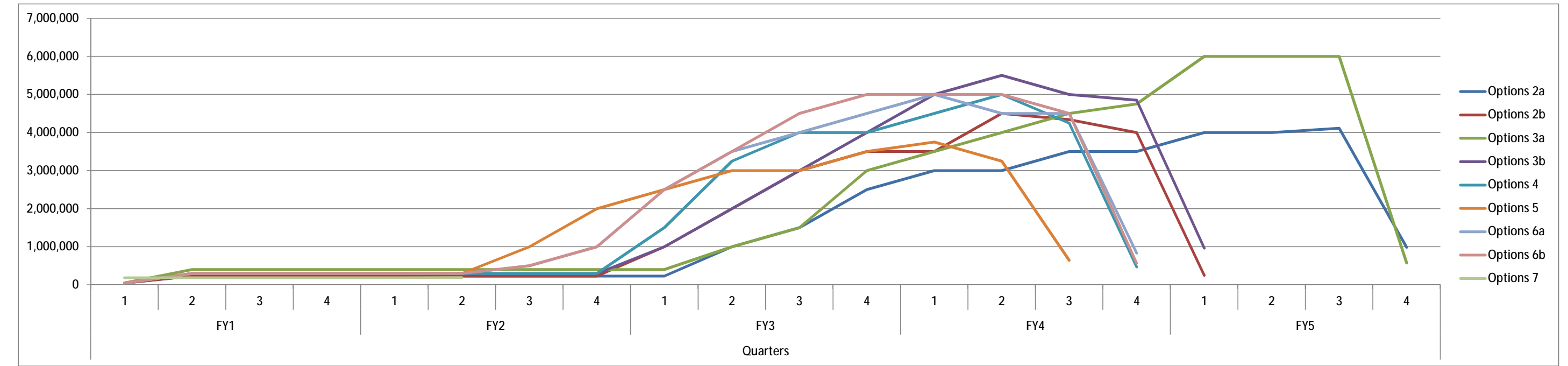
# High Level Options Appraisal - Coventry City Centre Public Leisure Provision within Coventry

## High level indicative Option 1 Cumulative Cashflow

Year	Cashflow	Cumulative
5	7,491,429	7,491,429
10	7,491,429	14,982,857
15	7,491,429	22,474,286
20	7,491,429	29,965,714
25	7,491,429	37,457,143
30	7,491,429	44,948,571
35	7,491,429	52,440,000
40	0	52,440,000



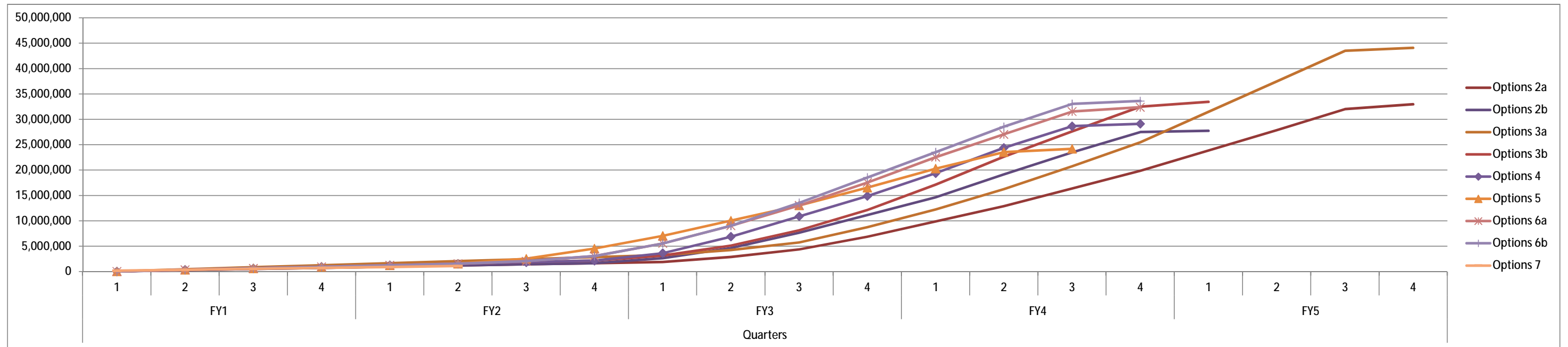
		Quarters																				Total
		FY1				FY2				FY3				FY4				FY5				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Options	2a	50,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	1,000,000	1,500,000	2,500,000	3,000,000	3,000,000	3,500,000	3,500,000	4,000,000	4,000,000	4,110,000	985,600	32,985,600
	2b	50,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	1,000,000	2,000,000	3,000,000	3,500,000	3,500,000	4,500,000	4,340,000	4,000,000	248,800				27,748,800
	3a	50,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	1,000,000	1,500,000	3,000,000	3,500,000	4,000,000	4,500,000	4,750,000	6,000,000	6,000,000	6,000,000	573,600	44,073,600
	3b	50,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	5,500,000	5,000,000	4,850,000	960,800				33,460,800
	4	50,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000	3,250,000	4,000,000	4,000,000	4,500,000	5,000,000	4,250,000	469,200					29,119,200
	5	50,000	300,000	300,000	300,000	300,000	300,000	1,000,000	2,000,000	2,500,000	3,000,000	3,000,000	3,500,000	3,750,000	3,250,000	641,200						24,191,200
	6a	50,000	300,000	300,000	300,000	300,000	300,000	500,000	1,000,000	2,500,000	3,500,000	4,000,000	4,500,000	5,000,000	4,500,000	4,500,000	834,000					32,384,000
	6b	50,000	300,000	300,000	300,000	300,000	300,000	500,000	1,000,000	2,500,000	3,500,000	4,500,000	5,000,000	5,000,000	5,000,000	4,500,000	566,000					33,616,000
	7	183,000	183,000	183,000	183,000	183,000	189,000															1,104,000



# High Level Options Appraisal - Coventry City Centre Public Leisure Provision within Coventry

## High level indicative cumulative cashflow - Options 2a - 7

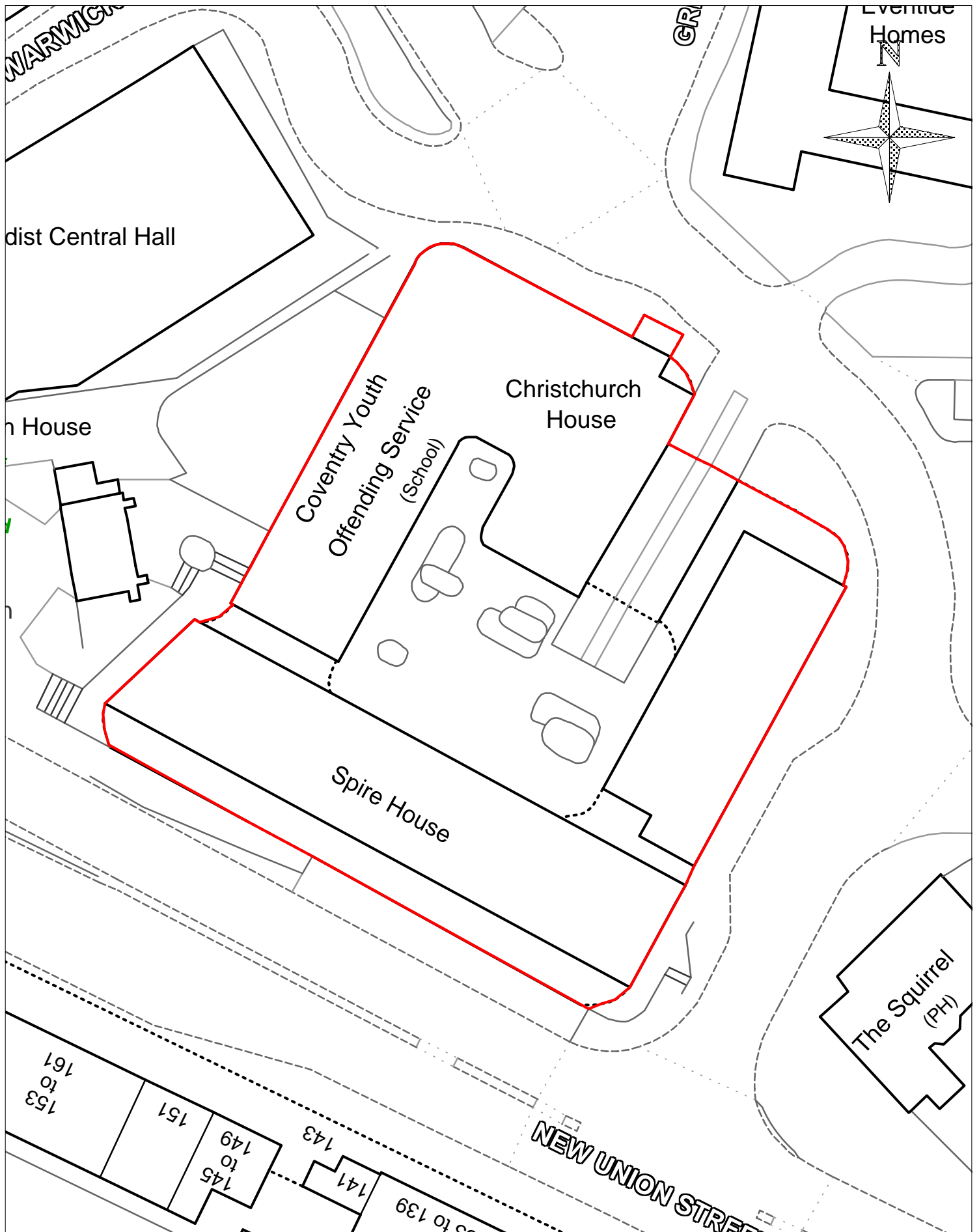
		Quarters																				Total
		FY1				FY2				FY3				FY4				FY5				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Options	2a	50,000	280,000	510,000	740,000	970,000	1,200,000	1,430,000	1,660,000	1,890,000	2,890,000	4,390,000	6,890,000	9,890,000	12,890,000	16,390,000	19,890,000	23,890,000	27,890,000	32,000,000	32,985,600	
	2b	50,000	280,000	510,000	740,000	970,000	1,200,000	1,430,000	1,660,000	2,660,000	4,660,000	7,660,000	11,160,000	14,660,000	19,160,000	23,500,000	27,500,000	27,748,800				
	3a	50,000	450,000	850,000	1,250,000	1,650,000	2,050,000	2,450,000	2,850,000	3,250,000	4,250,000	5,750,000	8,750,000	12,250,000	16,250,000	20,750,000	25,500,000	31,500,000	37,500,000	43,500,000	44,073,600	
	3b	50,000	350,000	650,000	950,000	1,250,000	1,550,000	1,850,000	2,150,000	3,150,000	5,150,000	8,150,000	12,150,000	17,150,000	22,650,000	27,650,000	32,500,000	33,460,800				
	4	50,000	350,000	650,000	950,000	1,250,000	1,550,000	1,850,000	2,150,000	3,650,000	6,900,000	10,900,000	14,900,000	19,400,000	24,400,000	28,650,000	29,119,200					
	5	50,000	350,000	650,000	950,000	1,250,000	1,550,000	2,550,000	4,550,000	7,050,000	10,050,000	13,050,000	16,550,000	20,300,000	23,550,000	24,191,200						
	6a	50,000	350,000	650,000	950,000	1,250,000	1,550,000	2,050,000	3,050,000	5,550,000	9,050,000	13,050,000	17,550,000	22,550,000	27,050,000	31,550,000	32,384,000					
	6b	50,000	350,000	650,000	950,000	1,250,000	1,550,000	2,050,000	3,050,000	5,550,000	9,050,000	13,550,000	18,550,000	23,550,000	28,550,000	33,050,000	33,616,000					
7	183,000	366,000	549,000	732,000	915,000	1,104,000																





# Appendix C – Christchurch House and Spire House site plan





CITY SERVICES AND DEVELOPMENT DIRECTORATE  
 PROPERTY ASSET MANAGEMENT  
 CORPORATE PROPERTY SERVICES  
 9TH FLOOR, CIVIC CENTRE 4  
 MUCH PARK STREET  
 COVENTRY CV1 2PY  
 02476 832799

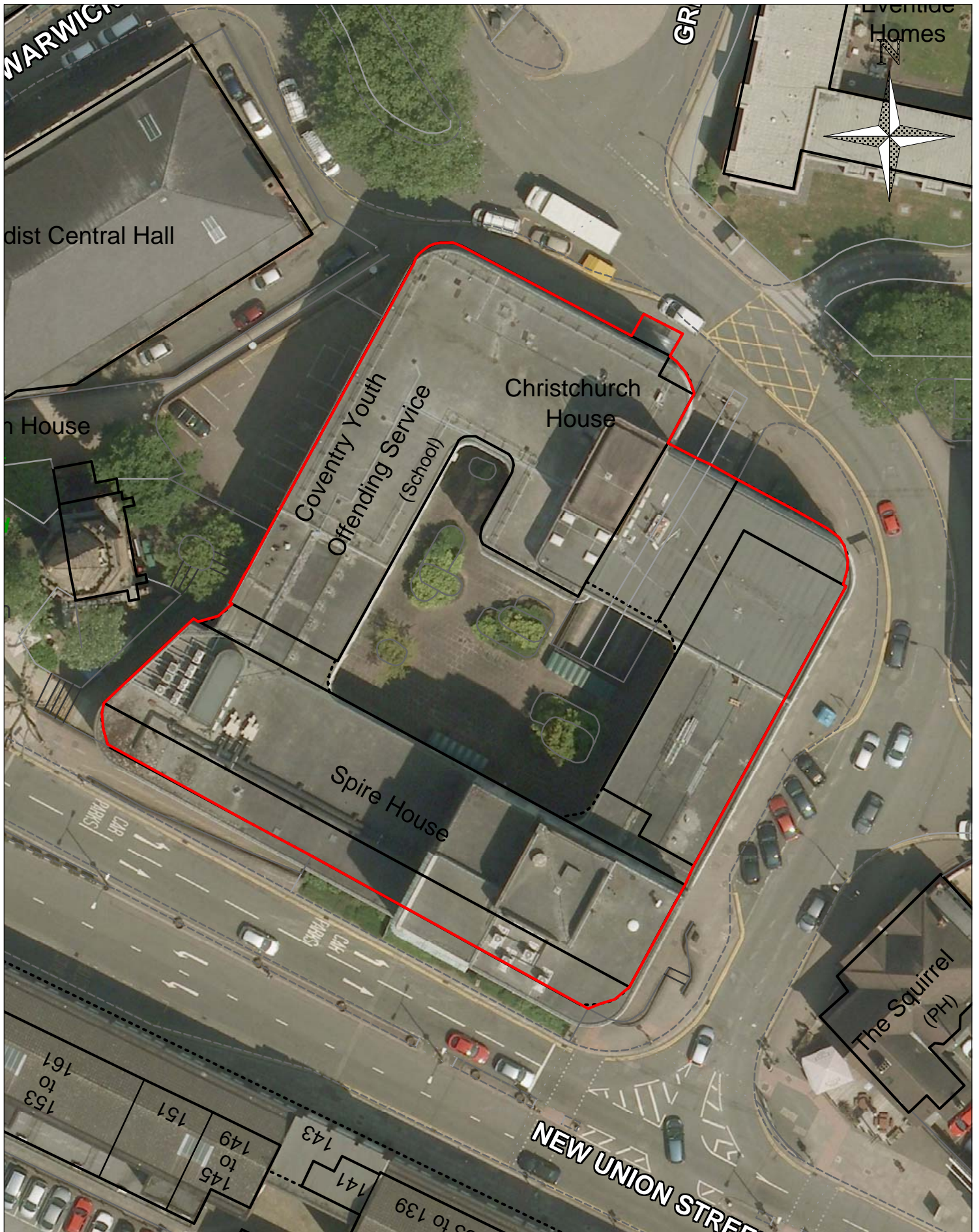


**CHRISTCHURCH HOUSE/SPIRE HOUSE  
 NEW UNION STREET**

Scale 1:500      Drawn by RC      Date 2/5/2013  
 O.S. Ref. No:3378 NW      LPR      **Page 191**

Martin Yardley - Director of City Services and Development  
 Nigel Clews - Head of Property Management Division

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CITY SERVICES AND DEVELOPMENT DIRECTORATE  
 PROPERTY ASSET MANAGEMENT  
 CORPORATE PROPERTY SERVICES  
 9TH FLOOR, CIVIC CENTRE 4  
 MUCH PARK STREET  
 COVENTRY CV1 2PY  
 02476 832799



**CHRISTCHURCH HOUSE/SPIRE HOUSE  
 NEW UNION STREET**

Scale 1:500      Drawn by RC      Date 2/5/2013  
 O.S. Ref. No:3378 NW      LPR

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New Destination Sports and Leisure  
Facility for Coventry  
Feasibility Study



# Contents

1	Executive summary	1
2	Scope	4
3	Deliverables	5

Appendix 1: Design

Appendix 2: Indicative Cost Estimate

Appendix 3: Project Execution Plan

# 1 Executive summary

## Background

- 1.1 Deloitte carried out a 'High Level Options Appraisal for City Centre Public Leisure Provision' for Coventry City Council (the Council) in 2013. Ten options were considered in relation to the future of public leisure provision in the city centre, and the Council requested that further feasibility work be carried out on Option 6b.
- 1.2 Deloitte were subsequently appointed by the Council to undertake a 'Feasibility Study' for the provision of a new city centre leisure centre on the existing Spire House and Christchurch House site and the outputs of this work are contained in this report. The proposed centre is referred to as the New Destination Sports and Leisure Facility (the Centre). Specifically, the outputs of this study are as follows:
  - Indicative layouts and massing drawings.
  - Design Brief.
  - Indicative Cost Estimate.
  - Project Execution Plan, including:
    - Design Brief.
    - Governance.
    - Procurement.
    - Consultant and contractor appointments.
    - Cost management.
    - Risk management.
    - Programme.

## Confidentiality

- 1.3 This Draft Report is confidential to Coventry City Council ("the Client"), and has been prepared in accordance with the terms of our Contract with the Client dated 15 August 2013 ("the Contract"), and is subject to the restrictions on use specified in the Contract.
- 1.4 No party other than the Client is entitled to rely on this Report for any purpose whatsoever and we accept no responsibility or liability to any party other than the Client in respect of the contents of this Report.

## Layouts

- 1.5 An indicative area schedule was prepared based on the facility mix agreed with the Council. Indicative floor plans were then prepared to see whether the building could be fitted on the proposed site. This is often referred to as a 'test of fit' exercise.
- 1.6 This exercise demonstrated that the proposed facility mix could be accommodated on the Spire House and Christchurch House site.

## Costs

- 1.7 An indicative cost estimate has been prepared based on the area schedule, layouts, Design Brief, programme and procurement strategy contained in this report.
- 1.8 The estimated cost of the proposed centre is £33,616,000. This includes professional fees, contingency and FF&E, but excludes VAT, inflation, site acquisition costs and costs associated with the demolition or mothballing of the Coventry Sports & Leisure Centre. There are further assumptions contained within the Indicative Cost Estimate included in Appendix 2.
- 1.9 This cost is based on 4<sup>th</sup> quarter 2013 cost when the cost estimate was prepared, and no allowance is included for inflation as requested by the Council.
- 1.10 It should be noted that the construction market has been significantly 'depressed' for the last 5/6 years resulting in very competitive rates for labour/materials, and even deflation. However, recent increases in UK construction activity levels are widely forecast to continue over the next few years, leading to capacity issues of supply and demand. Current industry forecasts of construction cost inflation indicate this rising above the level of general inflation over the medium term. This should be viewed as a significant risk that will need to be managed accordingly.

## Project Execution Plan

- 1.11 A Project Execution Plan (PEP) has been prepared to show how the project could be delivered. This sets out the following:

### ***Design Brief***

- 1.12 A Design Brief has been prepared to expand on the initial facility mix and to define the Council's requirements for the proposed centre in more detail.
- 1.13 This is an important document and will provide the baseline from which the design team develop the design. It is important therefore that the Council and other key stakeholders approve the Design Brief before the project is taken forward. Any changes to this should be subject to a formal approval process, including any cost or programme implications of making the change.
- 1.14 There are currently some areas that are 'in abeyance' and need to be confirmed as part of the ongoing assessment of need and business plan refinement. This includes the destination leisure water and day spa areas.

### ***Governance***

- 1.15 The successful delivery of the project will stem from clear direction and control, so establishing a project group with clearly defined roles and responsibilities is essential. The proposed roles, responsibilities and approvals structure is therefore set out in the PEP.

### ***Procurement***

- 1.16 An initial procurement review has been carried out with the Council's project team. This has arrived at the following recommendations:
  - A 'Two Stage Develop and Construct' procurement route is adopted.
  - The Project Manager, Cost Consultant and CDM Coordinator are procured together, through a framework or OJEU. A framework will however enable these consultants to be brought on board earlier and create float in the programme, which will reduce project risk. Regardless of the route chosen, selection will be based on a mixture of cost and quality criteria.

- The Design Team (e.g. the architect, civil/structural engineer and services engineer) are procured together through OJEU. Selection will be based on a mixture of cost, quality and a design competition.
- The architect, civil/structural engineer and services engineer are novated to the contractor. This will transfer design risk to the contractor and will help ensure design integrity. The Council will retain the Project Manager, Cost Consultant and CDM Coordinator to oversee the construction phase.
- The Contractor is procured through a framework. This is the first stage of the contractor procurement. An initial review of the available frameworks has identified the Contracting West Midlands (CWM) framework as a potentially suitable framework that contains four contractors, all of which have a track record of delivering leisure facilities. Alternatively the contractor could be procured through OJEU, although this will take longer and reduce the benefits of the two stage procurement route proposed for this project.
- The design is developed to a detailed stage (RIBA Stage 4: Developed Design) at which point the sub-contractor packages are tendered and a fixed price contract entered into with the main contractor. This is the second stage of the contractor procurement.

### ***Risk Management***

- 1.17 A project of this type comes with significant risks that will need to be managed, mitigated and transferred to the contractor where possible.
- 1.18 An initial Risk Register has therefore been prepared. This identifies risks and states the probability of occurrence and the likely extent of impact. The Council is currently shown as the risk owner for all of the risks, although this will change over time as consultants, contractors and other parties become involved in the project.
- 1.19 This will need to be reviewed and developed by the Council. Any Council specific risks will also need to be incorporated.

### ***Programme***

- 1.20 Two outline programmes have been prepared, which shows a potential opening date of end July 2019 as being achievable.



# 2 Scope

## Deloitte Appointment

- 2.1 Coventry City Council appointed Deloitte to undertake a Feasibility Study for the provision of a new city centre leisure centre on the existing Spire House and Christchurch House site.
- 2.2 This builds upon the 'High Level Options Appraisal for City Centre Public Leisure Provision' carried out by Deloitte in 2013, and looks specifically at the ability to deliver Option 6b on the Spire House and Christchurch House site.
- 2.3 The outputs of the study are:
  - Indicative layouts and massing drawings.
  - Indicative Cost Estimate.
  - Project Execution Plan (including Design Brief).

## Facility Mix

- 2.4 The following facility mix was agreed with the Council, upon which outputs within this report are based:
  - Reception / administration offices / staff rooms.
  - Bar / café.
  - 25m x 6 lane swimming pool.
  - 'Destination' leisure water facility.
  - 85 station fitness suite.
  - Activity studio.
  - Spin studio.
  - 2 Squash courts.
  - Day spa.
  - Children's play / crèche.
  - Indoor climbing wall.
  - Wet and dry changing spaces.
  - First aid room.

## Consultant Team

- 2.5 The Deloitte team also included Appleyard & Trew to provide cost advice and Design Cubed to provide architectural services.

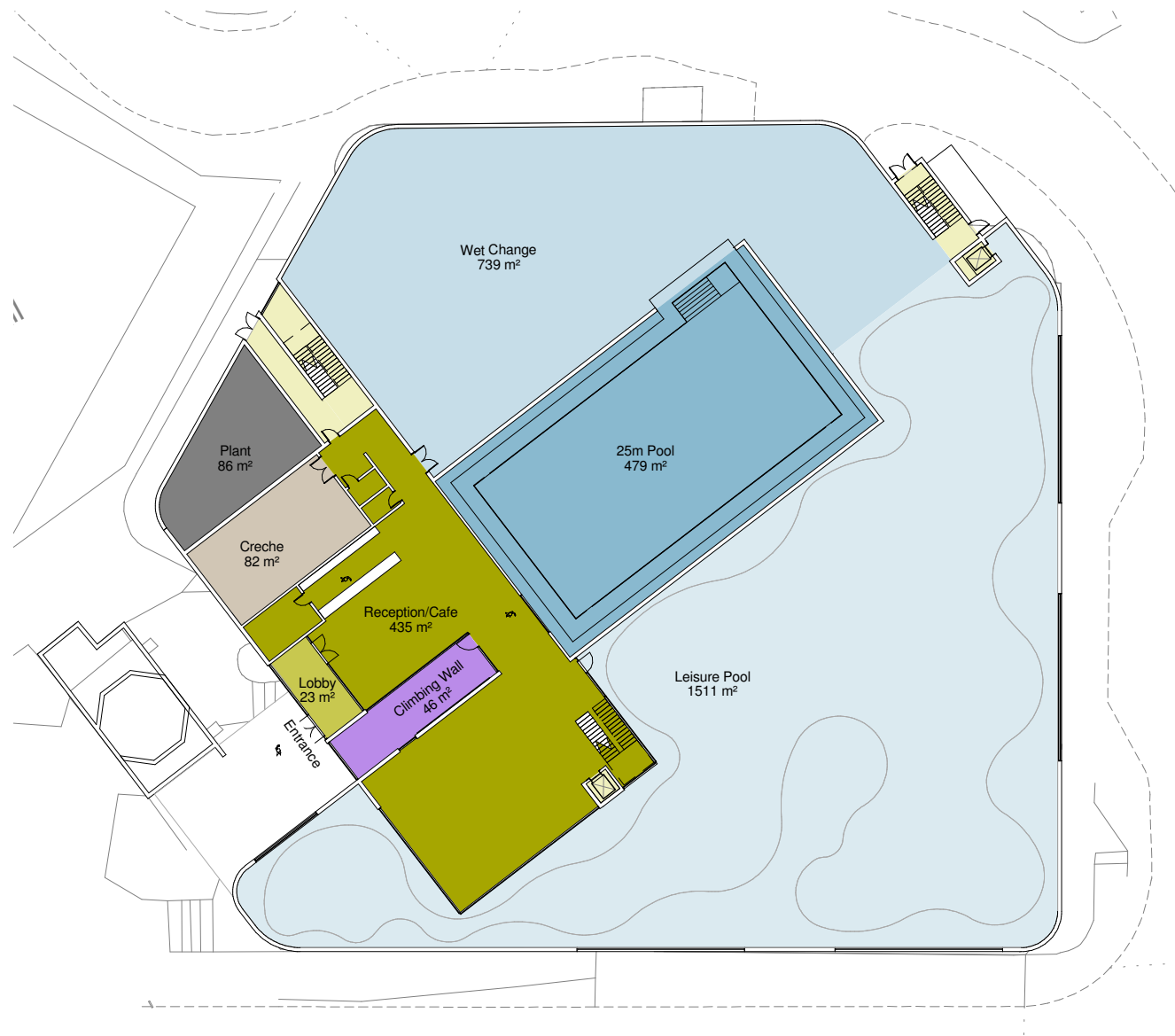
# 3 Deliverables

3.1 The feasibility study includes the following deliverables:

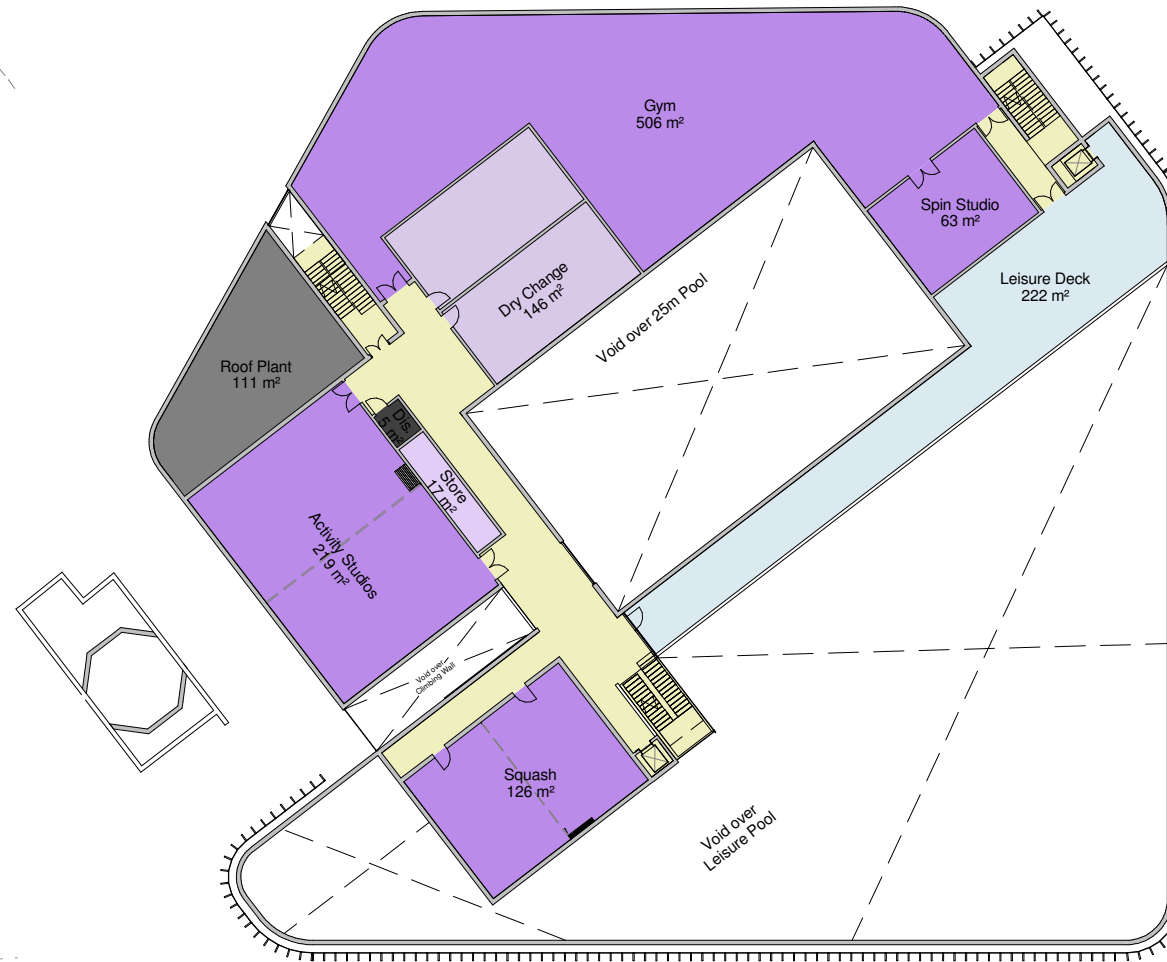
Output	Refer to	Comment
<b>Massing Study, including:</b> - Spatial layouts. -- Area schedule.	Appendix 1	<p>The floor plans contained in this report was prepared to carry out a 'test of fit' exercise to see whether the building would fit on the site and to prepare an initial cost estimate.</p> <p><b>The plans show that the proposed facilities can be accommodated on the site.</b></p> <p>It is anticipated that the appointed design team will work up their own design based on their interpretation of the Design Brief contained in this report, rather than develop the plans contained in this report.</p>
<b>Cost Estimate</b>	Appendix 2	<p>An Indicative Cost Estimate has been prepared based on the layouts contained in this report. This contains a number of assumptions and exclusions, which the Council's attention is drawn to.</p> <p><b>The cost of the proposed centre is estimated at £33,616,000.</b> This includes professional fees, contingency and FF&amp;E, but excludes VAT and inflation. Other assumptions are contained within the Indicative Cost Estimate included in Appendix 2.</p> <p>This cost is based on 4<sup>th</sup> quarter 2013 cost and exclude inflation. It should be noted however that the construction market has been 'depressed' for some time and is now starting to show signs of recovery, which is likely to lead to an increase in construction prices over the next few years.</p>
<b>Project Execution Plan (PEP):</b> - Design Brief. - Governance structure. - Procurement strategy. - Risk register. - Programme.	Appendix 3	<p>The Project Execution Plan sets out how the project could be delivered. This will require further discussion and refinement with the Council before it is actioned.</p> <p>Outline programmes have been prepared. <b>These shows an opening date of end July 2019.</b></p>
<b>Design Brief</b>	Contained in Appendix 3 of the PEP	<p>A Design Brief has been prepared to reflect the initial client brief and the layouts contained in this report.</p> <p><b>The Design Brief will need to be developed and signed off by the Council and other key stakeholders before it is issued to the Design Team and other consultants.</b></p> <p>In particular the brief for the day spa and the leisure water will need to be developed.</p> <p>It is important that the final Design Brief is cost checked to ensure it is deliverable for the Council's available budget.</p>

# Appendix 1: Massing Study





GROUND FLOOR



FIRST FLOOR

REV	DATE 15/11/13	DRAWN: SB	CHECK
KEY PLAN			T +44 (0)7887 995595



designcubed

T: +44 (0)7887 995595  
+44 (0)7876 506076

PROJECT EMAIL ADDRESS  
hello@design-cubed.co.uk

CLIENT

SITE ADDRESS

PROJECT  
Coventry Central Baths

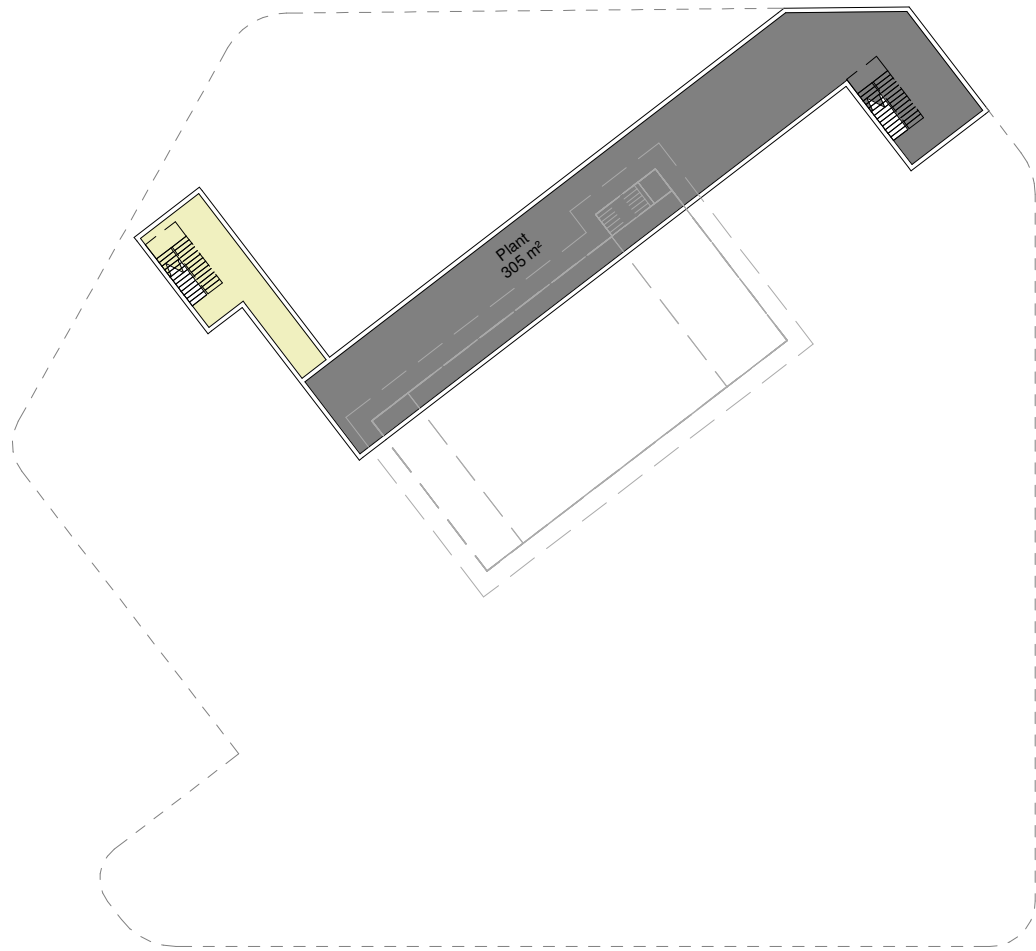
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1 : 500

TITLE  
Floor Plans (Ground / First)  
Option 6B

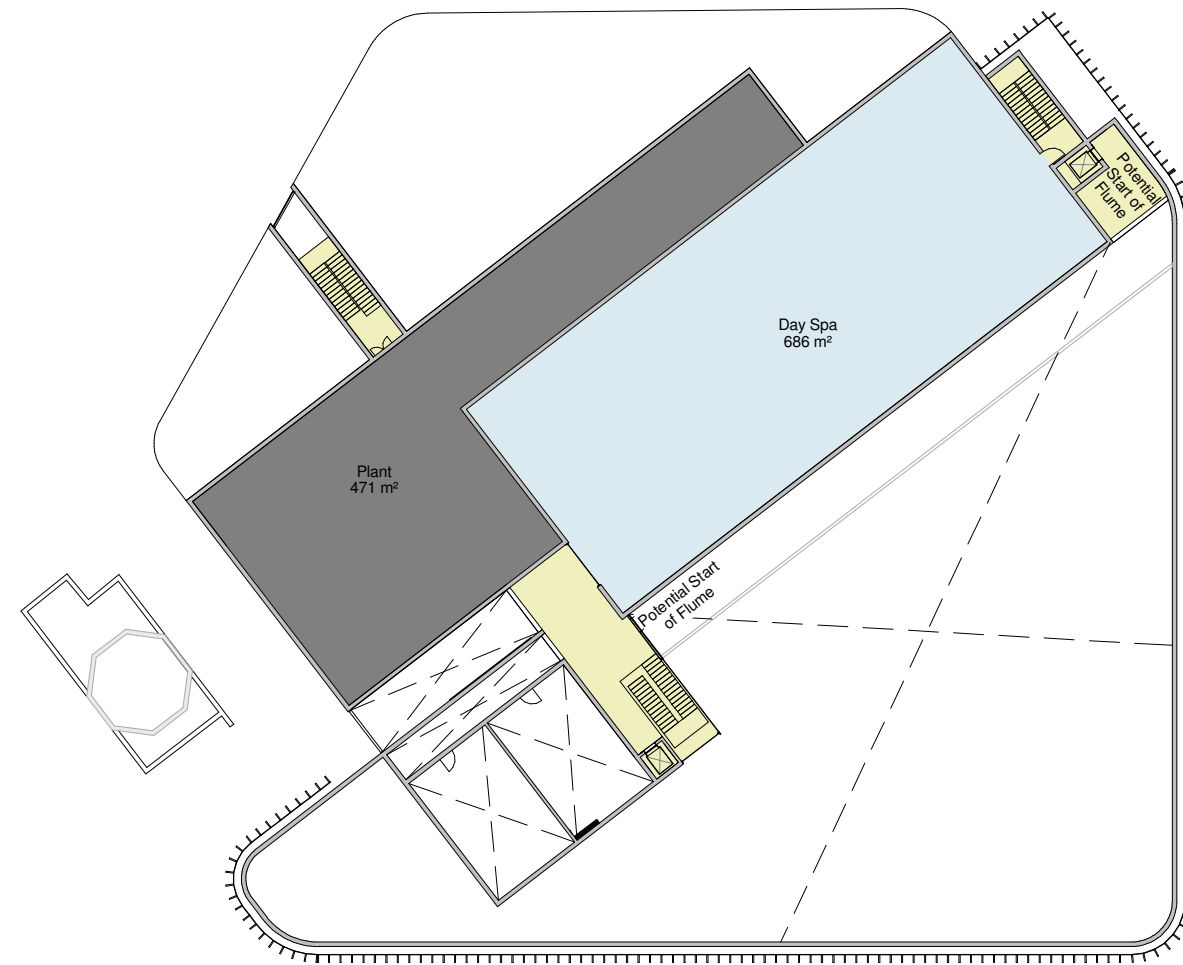
PROJECT NO  
13007

DRAWING NO  
A(SK6B)A3-001

REV



BASEMENT



SECOND FLOOR

REV	DATE	DRAWN	SB	CHECK
KEY PLAN	15/11/13			T +44 (0)7887 995595



designcubed

T: +44 (0)7887 995595  
+44 (0)7878 506076

PROJECT EMAIL ADDRESS  
hello@design-cubed.co.uk

CLIENT

SITE ADDRESS

PROJECT  
Coventry Central Baths

SCALE @ A3  
1 : 500

TITLE  
Floor Plans (Basement / 2nd)  
Option 6B

PROJECT NO  
13007

DRAWING NO  
A(SK6B)A3-002

REV

## Area Schedule

Ground Floor	
Reception (inc. Admin Offices) / Café	435
Climbing Wall	46
Creche / Childrens Play	82
Circulation	64
Leisure Pool	1511
Lift	8
Lobby	23
Plant	86
25m Pool (6 lanes)	479
Wet Change	739
	<hr/>
	3473
External Play	40
Level 1	
Activity Studios	219
Circulation	235
Dry Change	146
Gym (Fitness Suite)	506
Leisure Deck (part of Day Spa offer)	222
Lift	8
Roof Plant	111
Squash	126
Spin Studio	63
Store / Dis.	22
	<hr/>
	1658
Level 2	
Day Spa	686
Circulation	135
Plant	471
Lift	8
	<hr/>
	1300
Basement	
Plant	305
Circulation	49
	<hr/>
	354
<b>TOTAL</b>	<b>6785</b>





# Appendix 2: Indicative Cost Estimate



Coventry City Council

Coventry Leisure Water

Option 6b

Indicative Cost Estimate

July 2014

**COVENTRY CITY COUNCIL**  
**COVENTRY LEISURE WATER**  
**OPTION 6b**  
**INDICATIVE COST ESTIMATE**

**CONTENTS**

1.00	-	Introduction
2.00	-	Area Calculations
3.00	-	Assumptions/Clarifications
4.00	-	Cost Summary
5.00	-	Inflation Commentary

## 1.00 Introduction

.01 Appleyard & Trew LLP were commissioned as part of the Deloitte Team on behalf of Coventry City Council to prepare high level budget costs associated with the Options Appraisal Document in relation to City Centre Public Leisure Provision within Coventry.

The study carried out in late 2013 considered a number of options for the provision of City Centre Leisure.

The current leisure provision within the City Centre is provided at Coventry Sports and Leisure Centre at Fairfax Street which comprises a Grade 2 listed swimming pool building in need of repair and an adjoining five storey dry sports centre; the total floor area of the existing facility has been calculated at approximately 17,000m<sup>2</sup> of which approximately 10,500m<sup>2</sup> is on the swimming pool site and the balance within the dry side building.

The options considered as part of the Cost Study were:

- Option 1 - Do nothing and retain the existing city centre leisure facilities (CSLC);
- Option 2a - Modernise the existing listed city centre leisure facilities (CSLC);
- Option 2b - Modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
- Option 3a - Reconfigure, rationalise and modernise the existing listed leisure facilities (CSLC);
- Option 3b - Reconfigure, rationalise and modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
- Option 4 - Provide a new build 'replacement' leisure centre on the existing city centre site;
- Option 5 - Provide a new build leisure centre on the existing site as part of a wider urban redevelopment initiative;
- Option 6a - Provide a new build leisure centre with split water provision (ie. between the 'lap pool' and leisure water) on the existing Spire House / Christchurch House site within the city centre;
- Option 6b - Provide a new build leisure centre with split water provision (ie. between the 'lap pool' and leisure water), a larger fitness suite and day spa facility, on the existing Spire House / Christchurch House site within the city centre.

## 1.00 Introduction (contd)

Option 7 - Close and mothball the existing city centre leisure centre and do not re-provide any replacement or relocated facilities in the city centre.

.02 In conjunction with the City Council and Deloitte the preferred option was 6b; this has been developed further and now forms part of the proposed Coventry Sports Strategy.

.03 This Cost Report redefines the Project Costs for Option 6b in line with Project Execution Plan and delivery programme prepared by Deloitte.

.04 The facilities being provided within Option 6b are defined within the Design Brief by Deloitte.

.05 No allowance is currently shown for inflation. Costings are calculated as of November 2013 rates (4<sup>th</sup> Quarter 2013) to be consistent with previous reports. We would again highlight that the construction costs have been significantly "depressed" for the last 5/6 years resulting in very competitive rates for labour/materials etc, and even deflation. However, recent increases in UK Construction activity levels are widely forecast to continue over the next few years, leading to capacity issues of supply and demand. Current industry forecast of construction cost inflation indicate this rising above the level of general inflation over the medium term. This should be viewed as a significant risk which will need to be managed accordingly.

2.00 Area Calculations

.01 The area calculations used in the preparation of this report are based upon the area schedule provided by Design Cubed (Architects) in 2013 for Option 6b and equate to 6,785m<sup>2</sup>.

**3.00 Assumptions/Clarifications**

.01 The following assumptions/clarifications should be read in conjunction with this Cost Report:

- 1) Building costs calculated on basis of A&T benchmarked data and adjusted for specific site anomalies.
- 2) External works/drainage/incoming services based on site specific info or previously completed schemes.
- 3) No inflation included consistent with previous cost reports.
- 4) Professional fees generally included at 12% consistent with percentages included in the November 2013 Cost Report for new build.
- 5) New build rates inflated to account for city centre and iconic status.
- 6) Client FFE allowance varies depending on type of facility e.g. wet/dry/mixed. NB: assumed gym equipment is leased.
- 7) Risk included at 10% consistent with percentages included in the November 2013 Cost Report for new build.
- 8) VAT excluded.
- 9) Ongoing lifecycle costs are excluded.
- 10) Construction costs assumed the works will be competitively tendered to between 4-6 contractors depending on the size and value of individual projects. Should any of the projects be negotiated with only one contractor there could be a potential premium to pay.

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**5.00 Inflation Commentary**

- .01 No inflation is currently shown for inflation. Costing are calculated as of November 2013 rates (4<sup>th</sup> Quarter 2013) to be consistent with previous reports. We would again highlight that the construction costs have been significantly “depressed” for the last 5/6 years resulting in very competitive rates for labour/materials etc, and even deflation. However, recent increases in UK Construction activity levels are widely forecast to continue over the next few years, leading to capacity issues of supply and demand. Current industry forecast of construction cost inflation indicate this rising above the level of general inflation over the medium term. This should be viewed as a significant risk which will need to be managed accordingly.



# Appendix 3: Project Execution Plan



New Destination Sport and Leisure  
Facility for Coventry  
Project Execution Plan



# Contents

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Appendix A - Design Brief

Appendix B - Risk Register

Appendix C - Programme

# 1 Introduction

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This Project Execution Plan sets out how Coventry City Council can best deliver the proposed New Destination Sport and Leisure Facility. In particular, this document sets out how the Council can procure the building, how long we expect these works to take and what risks the Council will be exposed to during the project.

## Background

- 1.1 Coventry City Council (the Council) plan to deliver a proposed leisure facility for Coventry. The proposed centre is referred to as the New Destination Sport and Leisure Facility (the Centre) and will be built in Coventry city centre on the current site of the existing council building, Christchurch House and Spire House, at the junction of New Union Street and Greyfriars Lane.
- 1.2 The opening of the Centre will result in the closure of the existing Coventry Sports & Leisure Centre on Fairfax Street, which is also located in Coventry city centre.
- 1.3 The Council's objectives for the Centre are as follows:

### The Vision

*To provide an exciting, iconic, high quality facility that is accessible to everyone, draws people to Coventry, acts as a catalyst for the regeneration of the city centre and contributes to the Council's healthy living objectives.*

### Key Drivers/Objectives

The Council has identified the following key drivers/objectives for the Centre:

- It will be a high quality 'iconic' design that is highly visible. It has to be different and have the 'wow factor'.
- It will be 'cutting edge' and innovative in terms of the design, technology and the uses/features within it. The building will also need to be flexible to change with the times.
- It will be an exciting 'high octane' facility that draws people from Coventry and the surrounding regions.
- It provides a mix of 'Fun, Exercise and Relaxing' facilities,
- It appeals to all age groups.
- It achieves a return on the initial capital investment. This will be achieved by attracting and sustaining high numbers of visitors/users and by designing an efficient building in terms of layout, staffing and building services.
- It is a catalyst for regeneration of the City Centre, in conjunction with the proposed Friargate and City Centre South retail schemes.

- 1.4 The procurement strategy will need to balance the Council's desires to obtain a high quality 'iconic' facility within the available budget, with the aim of minimising the risks, especially in respect to cost and programme overrun.
- 1.5 Stringent cost control will be required to procure the Centre within the available budget. Risk management will play a key role in ensuring that unexpected costs are avoided.
- 1.6 This strategy considers how the Centre can be best procured to deliver a high quality facility in line with the critical objectives.
- 1.7 The Council will be undertaking a separate exercise to appoint an external operator to run the Centre, and this plan does not therefore cover operator procurement. However, early engagement with the operator will be critical in the design development stages to ensure that the facility is 'fit for purpose' and meets the business plan.
- 1.8 This will be a live document and will continue to be updated as the project progresses.

## Terminology

- 1.9 Throughout this document the level of design development is referred to using the definitions provided by the Royal Institute of British Architects (RIBA) in the RIBA Plan of Work 2013. For ease of reference the main design stages are noted below for both the 2013 version, as well as the previous 2007 version, which is often still referred to.

RIBA Stages RIBA Plan of Work 2013	RIBA Stages RIBA Outline Plan of Work 2007	Summary (based on information to be provided by the architect)
Stage 0 Strategic Definition	No stage in 2007 Plan of Work	Review feasibility
Stage 1 Preparation and Brief	Stage A (Appraisal) and B (Strategic Brief)	Preparation and development of the Client Brief and initial design solutions
Stage 2 Concept Design	Stage C Outline Proposals	Site master plan, floor plans, elevations, typical sections, indicative material schedule
Stage 3 Developed Design	Stage D Detailed Proposals	Development of floor plans, elevations, sections, room data sheets, building materials. Fully coordinated with other consultants.
Stage 4 Technical Design	Stage E Final Proposals	Detailed design and specification.
	Stage F Production Information	Construction details
	Stage G and H Tender	Preparation of tender documents and tender period.
Stage 5 Construction	Stage J (Mobilisation) and K (Construction Period)	Tasks to be performed under the construction contract.
Stage 6 Handover and Close Out	Stage LL Defect Liability Period	Duties under the Defect Liability Period
Stage 7 In Use	No stage in 2007 Plan of Work	Post occupancy review

# 2 Design Principles

## Facility Mix

2.1 The facilities proposed for the Centre are as follows:

- Reception / administration offices / staff rooms.
- Bar / café.
- 25m x 6 lane swimming pool.
- 'Destination' leisure water facility.
- 85 station fitness suite.
- Activity studio.
- Spin studio.
- 2 Squash courts.
- Day spa.
- Children's play / crèche.
- Indoor climbing wall.
- Wet and dry changing spaces.
- First aid room.

2.2 Where relevant, the facilities must meet the associated current standards set out by the Amateur Swimming Association (ASA) and Sport England.

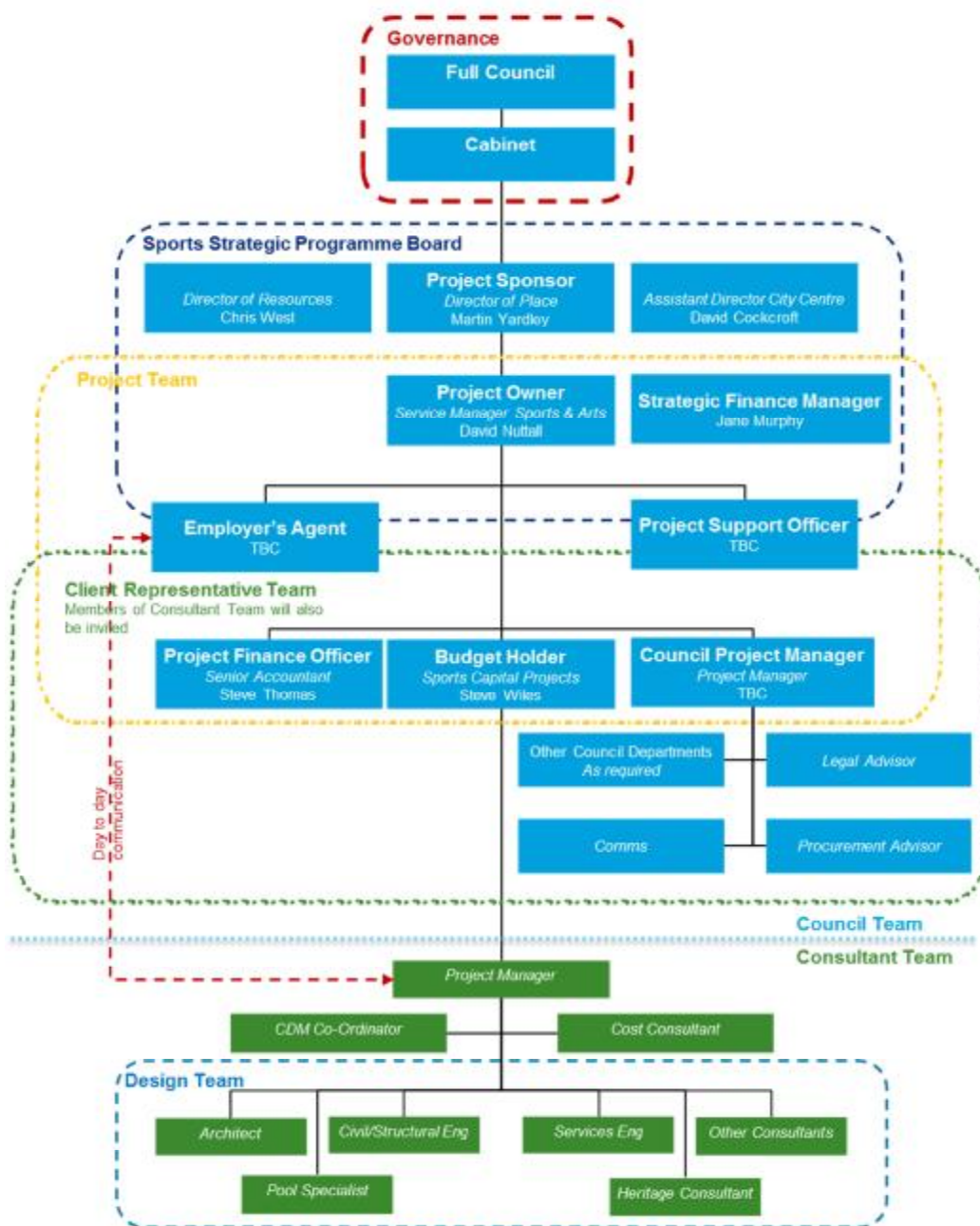
2.3 An outline Design Brief has been prepared to capture the Council's requirements, a copy of which is included in **Appendix A**. The Design Brief will be updated and clarified in further detail as the design progresses and develops.



# 3 Governance

## Roles and Responsibilities

3.1 The successful delivery of a project stems from clear direction and control, so establishing a project group with clearly defined roles and responsibilities is essential. For this project the following structure is proposed:



## Executive Project Roles and Responsibilities

### 3.2 The Key Executive Roles and Responsibilities would be:

Role	Key Responsibilities
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Approve the overall scheme along with proposed procurement and development principles (Cabinet) and the funding of the scheme through the capital programme (Full Council).</li> <li>• Delegate the appropriate authorities to Council Directors in relation to specific procurement and appointment methodologies, capital spend approvals and project management and reporting structures.</li> </ul>
<b>Sports Strategic Programme Board</b>	<ul style="list-style-type: none"> <li>• Consider and manage the strategic context of the project in relation to other proposed sports projects and developments.</li> <li>• Approve the processes of procurement, appointments and capital spend through the delegated authority from Cabinet.</li> <li>• Provide strategic project guidance, especially in relation to the broader context of city wide strategies and developments.</li> <li>• Approve key budget milestones and ongoing capital spend variations beyond an agreed threshold.</li> <li>• Receive programme and budget reports from the Project Team.</li> </ul>
<b>Project Team</b>	<ul style="list-style-type: none"> <li>• Provide strategic context for the project as agreed with the Sports Strategic Programme Board.</li> <li>• Champion and assume overall responsibility for the delivery of the project against key milestones and budget parameters.</li> <li>• Provide an interface between the Consultant Team and the political level to ensure that all submissions seeking political approval are underpinned by a robust strategic and financial justification of need.</li> <li>• Continually monitor the progress of the project against strategic and budgetary goals and the expectations of the city wide sports strategy.</li> <li>• Provide connection into other client side, external consultants and Council resource as required and coordinate the interface of this resource into the Project Team as and when required.</li> <li>• Ensure that the project is suitably and appropriately resourced.</li> <li>• Make budget and resource recommendations to the Sports Strategic Programme Board.</li> <li>• Provide sign off for the project at key stages and against key milestones.</li> </ul>
<b>Client Representative Team</b>	<ul style="list-style-type: none"> <li>• Provide direction to the Consultant Team to ensure that the design and delivery of the project is consistent with the project objectives in relation to strategic context, programming and budget.</li> <li>• Manage and oversee the development and progress of the project at a detailed level.</li> <li>• Provide direct connection with relevant partners including other departments of the Council, other institutions, professional bodies and agencies.</li> <li>• Prepare the project for sign off at key stages.</li> <li>• Work directly with the Consultant Team to monitor the progress of the project and 'manage out' issues and challenges.</li> <li>• Manage and recommend all variations and applications for payment throughout the project.</li> </ul>

**Core Consultant Team**  
(Consultant Project Manager /  
Cost Consultant)

- Responsible for the day to day detailed management of the project, providing delivery advice, guidance and management.
- Manage the interface between the Council requirements / objectives and the technical, design and contracting side of the Consultant Team.
- Oversee design and development of the project in line with the Project Execution Plan.
- Responsible for direct management of the Contractors, the Design Team and other professional services as required.
- Ensure that the delivery of the project is managed against programme and budget.
- Monitoring the project costs and undertaking initial verification of all Applications for Payment from the Consultants and Contractor.

## Key Responsibilities

- 3.3 The key responsibilities defined in this section correspond to the overall roles as defined above.
- 3.4 Where individuals are named, it is assumed that their successors will take over their project responsibilities in the event of any change, and that all parties will be properly notified.

Role	Key Responsibilities
<b>Project Sponsor</b>	<ul style="list-style-type: none"> <li>• Manage and coordinate the presentation of the project to Cabinet and Full Council for approval.</li> <li>• Overall responsibility for the delivery of the project in accordance with the agreed strategy and the Cabinet / Full Council approvals.</li> <li>• Oversee and manage the involvement of the Sports Strategic Programme Board throughout the course of the project.</li> <li>• Define the overarching project management structure, responsibilities and associated processes.</li> <li>• Making budgetary decisions relating to proposed changes / variations to the project where such variations should exceed a defined cost threshold.</li> </ul>
<b>Project Owner</b>	<ul style="list-style-type: none"> <li>• Ensure that all project proposals are consistent with the wider strategic and development plans of the Council.</li> <li>• Report the performance and work streams of the Project Team to the Sports Strategic Programme Board.</li> <li>• Have overall responsibility for the on-going management of the Council's interests and investment in the project.</li> <li>• Work with the Strategic Finance Manager to ensure that the procurement strategies are approved within the Council's Procurement Board.</li> <li>• Work with the Employer's Agent and Council Project Manager to implement and embed the project management structures, responsibilities and associated processes.</li> <li>• Own the overall project budget and make budgetary decisions relating to proposed changes / variations to the project where such variations should exceed a defined cost threshold.</li> </ul>
<b>Strategic Finance Manager</b>	<ul style="list-style-type: none"> <li>• Ensure that all options and proposals are financially modelled to demonstrate relative viability against the availability of capital resource and future operational revenue resource.</li> <li>• Manage the Council's resources and contribution to the project business planning and ongoing financial management and monitoring of the project.</li> <li>• Ensure that the capital spend and profile of such spend is available within the Council capital budgets.</li> <li>• Work with the Project Owner to ensure that the procurement strategies are approved within the Council's Procurement Board.</li> <li>• Receive detailed project budget and cash flow updates from the Project Finance Officer and report these to the Sports Strategic Programme Board.</li> <li>• Report the overall budget of the project within the wider context of sports programmes and budgets within the city to the Sports Strategic Programme Board.</li> </ul>
<b>Employer's Agent</b>	<ul style="list-style-type: none"> <li>• Provide overall connection and consistency within the project, connecting the Sports Strategic Programme Board, Project Team, Client Representative Team, Consultant Team and Contractor.</li> <li>• Work with the Council Project Manager to develop and implement a communications strategy to ensure efficient communication within and between all layers of the project.</li> <li>• Coordinate and oversee the operational revenue business planning for the project to ensure that the project meets the user needs, provides the best value for money and</li> </ul>

meets revenue expectations.

- Ensure that all proposals are consistent with the wider strategic and development plans of the intended operator.
- Manage the performance of the Consultant Team and report the ongoing performance of the Consultant Team and Contractor to the Sports Strategic Programme Board.
- Work between the Council and Consultant Team to ensure that the design development and subsequent construction meets the project objectives and is delivered within budgetary parameters.
- Work between the Council and Consultant Team to ensure that all programme and project deliverables meet the agreed strategic objectives.
- Work with the Budget Holder and Consultant Project Manager to ensure that the Employer's Requirement documentation is clear and detailed in its performance and product specifications.
- Work with the Budget Holder to recommend proposed changes and variations to the Council Project Manager and Project Owner.
- Work with the Council Project Manager, Consultant Project Manager and Budget Holder to manage the quality of the project.
- Ensure that information and requests for information are provided promptly to the Council Project Manager to ensure timely responses to the Consultant Project Manager, Design Team and Contractor.
- Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and report to the Project Team and Sports Strategic Programme Board accordingly.

**Council Project  
Manager**

- Oversee and provide the day to day management of the Council's interests and investment in the project.
- Own and manage the overall project programme including work with the Consultant Project Manager and Employer's Agent on the contract and construction timelines and the relationship between these and other sports programmes / initiatives within the city.
- Ensure that all local stakeholders are kept informed as to progress and issues and be a point of contact for day to day communications.
- Manage and coordinate the involvement of other Council departments and advisors as and when required throughout the delivery of the project.
- Work with the Project Owner, Strategic Finance Manager and Employer's Agent to develop and implement a specific procurement strategy.
- Work with the Consultant Project Manager to refine and administer the terms of the construction contract and submit to the Project Sponsor for sign off.
- Manage the Risk Register for the project and ensure that significant risks are reported through the Project Owner to the Sports Strategic Programme Board.
- Lead and coordinate the work with the Employer's Agent, Project Owner and other members of the Project Team in the procurement of the Consultant Team.
- Work with the Consultant Project Manager and Employer's Agent to continually update the Project Execution Plan to reflect any changes in overall programme.
- Work with the Consultant Project Manager and Employer's Agent to ensure that a clear change control process is in place for the approval of variations and change requests.
- Work with the Consultant Project Manager and Employer's Agent to ensure that all Consultant, Contractor and Sub Contractor warranties and collateral warranties are produced and executed.
- Ensure that the Council is able to deliver timely decisions to the Employer's Agent and Consultant Project Manager to avoid any delays to programme.
- Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and report to the Project Team accordingly.

<b>Project Support Officer</b>	<ul style="list-style-type: none"> <li>• Work with the Employer's Agent and Council Project Manager to provide overall connection and consistency within the project, connecting the Sports Strategic Programme Board, Project Team, Client Representative Team, Consultant Team and Contractor</li> <li>• To provide all administrative support to the project to ensure a consistency of communication within and between all layers of the project.</li> </ul>
<b>Budget Holder</b>	<ul style="list-style-type: none"> <li>• Work with the Employer's Agent and the Project Finance Officer to ensure that user modelling is fully detailed and drawn from industry experience into realistic projections within the project business planning.</li> <li>• Work with the Employer's Agent to coordinate and direct the user input to ensure that the Design Brief meets the user demands and the expectations of the business planning.</li> <li>• Work with the Employer's Agent and Consultant Project Manager to ensure that the Employer's Requirement documentation is clear and detailed in performance and product specifications.</li> <li>• Review and recommend change orders and project variations to the Council with an assessment of programme and budget implications.</li> <li>• Work with the Consultant Project Manager and any Clerk of Works functions to oversee and manage the overall quality of the project.</li> <li>• Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and provide reports to the Project Team.</li> </ul>
<b>Project Finance Officer</b>	<ul style="list-style-type: none"> <li>• Work with the Employer's Agent and the Budget Holder to ensure that user modelling is fully detailed and drawn into realistic projections within the project business planning.</li> <li>• Manage cash flow profiles for the Council and report to Strategic Finance Manager accordingly.</li> <li>• Work with the Employer's Agent, Council Project Manager and Cost Consultant to ensure that all budget and cash flow information received from the Contractor is accurate.</li> <li>• Work with the Employer's Agent, Council Project Manager and Consultant Project Manager to understand the budget implications of any proposed changes and variations.</li> <li>• Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and report to the Project Team.</li> <li>• Verify and manage Applications for Payment from the Contractor and monitor against cash flow forecasts throughout the project.</li> </ul>
<b>Consultant Project Manager</b>	<ul style="list-style-type: none"> <li>• Manage all day to day requirements of the Council through the direct management of the Consultant and Design Teams and the Contractors.</li> <li>• Lead the work with the Employer's Agent, Council Project Manager and other members of the Project Team on the procurement of other Consultants and the Design Team.</li> <li>• Coordinate the individual consultants and collective Consultant Team to produce project reports, including cost plans and programmes as required.</li> <li>• Maintain the Design Brief for the project as it becomes more detailed through design development and agree changes with the Employer's Agent, Budget Holder and Council Project Manager.</li> <li>• Establish and implement processes that facilitate efficient management of the project and serve to highlight / rectify any issues.</li> <li>• Establish formal communication procedures for the Consultant Team and a hierarchy of responsibilities.</li> <li>• Work with the Cost Consultant to establish cost control procedures and monitor the design development to ensure that designs are being developed within budget.</li> <li>• Report to the Client Representative Team through an agreed process on the progress of the project in relation to design, programme and cost.</li> <li>• Work with the Consultant Team to coordinate the production of contract tender</li> </ul>

documentation.

- Coordinate, issue and evaluate tender appraisals leading to the appointment of the successful Contractor.
- Administer the terms of the contract, implementing the full range of defined duties of the Consultant Project Manager.
- Prepare all necessary final documentation, including contractual certificates, contractor / consultant warranties and final accounts.
- Prepare a completion report for the Council including cost and programme achievements.

# 4 Procurement Route

## Background

- 4.1 A Procurement Workshop has been carried out with Council officers and this section provides a summary of this.

## Introduction

- 4.2 The choice of an appropriate procurement route is crucial to the success of any construction project. Every project has unique requirements and therefore potentially viable procurement options need to be appraised. In this section, a brief summary of the available options is provided and related to this project. These options will be familiar to many readers but are included to provide an overview for all interested parties.
- 4.3 Each of the commonly adopted procurement routes have different characteristics in respect of:
- The extent to which the client can control design
  - Cost certainty
  - Risk
  - Ability to accommodate change
  - Time
  - Quality control
- 4.4 This section deals with contractor procurement only as the operator is being procured separately by the Council.



## Procurement Routes

4.5 The table below provides an overview of the main procurement routes. These are reviewed in more detail in the following pages.

Route	Pros	Cons	OJEU	Framework
Traditional	<ul style="list-style-type: none"> <li>Complete control over design and product selection.</li> <li>Reduction in post contract changes.</li> </ul>	<ul style="list-style-type: none"> <li>Longest lead time before starting on site, therefore longer overall programme.</li> <li>Design risk sits with client.</li> <li>No price certainty until much later in project.</li> <li>No sub-contractor input.</li> <li>No incentive for contractors to solve problems.</li> <li>Rarely used for this type of project.</li> </ul>	<ul style="list-style-type: none"> <li>Yes.</li> <li>OJEU 'Restricted' route.</li> </ul>	<ul style="list-style-type: none"> <li>No. This approach is rarely used under framework agreements.</li> </ul>
Management Contracting / Construction management	<ul style="list-style-type: none"> <li>Client retains full control of the project.</li> <li>Design and construction overlapped, reducing overall programme.</li> <li>Flexibility to make changes.</li> <li>Open book approach.</li> </ul>	<ul style="list-style-type: none"> <li>Client unable to transfer design and project risks.</li> <li>Increased contract management.</li> <li>No price certainty until very late in the construction phase.</li> <li>Very resource intensive for Client team.</li> <li>More suited to large complex projects.</li> </ul>	<ul style="list-style-type: none"> <li>Unlikely an individual package will be over OJEU threshold.</li> </ul>	<ul style="list-style-type: none"> <li>No.</li> </ul>
Partnering	<ul style="list-style-type: none"> <li>Least adversarial.</li> <li>Open book approach.</li> <li>Early contractor input on buildability issues.</li> <li>Should achieve a high quality product.</li> </ul>	<ul style="list-style-type: none"> <li>More costly.</li> <li>Client unable to transfer design and project risks.</li> <li>No price certainty until end of construction phase.</li> <li>Not suited to one off projects where there is little opportunity to benefit from long term relationship.</li> </ul>	<ul style="list-style-type: none"> <li>Yes, but not ideal.</li> </ul>	<ul style="list-style-type: none"> <li>No. Although some frameworks do introduce an element of partnering.</li> </ul>
Single stage Design & Build	<ul style="list-style-type: none"> <li>More likely to achieve lowest price.</li> <li>Early cost certainty.</li> <li>Contractor takes on design liability.</li> <li>Risk transfer to the contractor.</li> <li>Design and construction can be overlapped reducing the overall programme.</li> <li>Client can choose extent of design carried out prior to commencing on site.</li> </ul>	<ul style="list-style-type: none"> <li>Loss of control over product selection (this depends on the level of design carried out prior to tender and how detailed the Employer's Requirements are).</li> <li>Post contract changes often more expensive.</li> <li>Quality can suffer (this depends on the completeness of the design and Employer's Requirements and how well the construction phase is monitored).</li> <li>Contractors are less willing to participate in a single stage tender in a buoyant market, particularly the bigger contractors that would be more appropriate for this project.</li> </ul>	<ul style="list-style-type: none"> <li>Yes.</li> <li>OJEU 'Restricted' route.</li> </ul>	<ul style="list-style-type: none"> <li>No. A single stage procurement route is not suited to a framework agreement.</li> </ul>
Two stage Design & Build	<ul style="list-style-type: none"> <li>Can achieve a reduced programme over single stage as design and tender stages can be overlapped to a greater extent.</li> <li>Early contractor involvement where buildability is important. This is particularly relevant for this project which is on a tight city centre site.</li> <li>More likely to receive a quality product as the contractor margins aren't as tight.</li> <li>Contractors more willing to tender this route in a buoyant construction market.</li> </ul>	<ul style="list-style-type: none"> <li>More expensive than single stage due to reduced competition. In our experience it is 7.5%-10% more expensive.</li> <li>Conclusion of second stage tender can be protracted.</li> <li>Loss of control over product selection (this depends on the level of design carried out prior to tender and how detailed the Employer's Requirements are).</li> <li>Post contract changes often more expensive.</li> </ul>	<ul style="list-style-type: none"> <li>Yes.</li> <li>OJEU 'Restricted' route is normally used, although some legal advisors will advise that a two stage approach isn't strictly OJEU compliant.</li> </ul>	<ul style="list-style-type: none"> <li>Yes. Although this depends on the frameworks available to the Council.</li> </ul>

## Traditional

- 4.6 With traditional contracting, design is clearly and definitely separated from construction. There are three key teams in the procurement process: the employer; the design team; and the contractor.
- 4.7 Having developed a design brief from the employer, the architect produces detailed drawings and specifications, with advice taken from other specialist consultants. Bills of quantities are usually drawn up by the quantity surveyor and an estimated cost produced once the design is complete.
- 4.8 Contractors are invited to price the works, quantifying every specific work item from the bills or a specification. Tenders are submitted and a preferred contractor (usually the cheapest) is selected. The contractor agrees to produce exactly what has been specified in the documents and therefore has no design liability.
- 4.9 Traditional contracting is a slow method of procurement as the detailed design and specification needs to be completed prior to tendering the works and a long tender period is required to accurately price the works.
- 4.10 Once on site, the employer with the project manager must manage the contract efficiently to avoid problems associated with issuing instructions and information. It is to the contractor's advantage if information is insufficient or issued late, as this will establish grounds for extensions of time and claims for loss and expense.

- 4.11 Traditional contracting can provide a good level of cost certainty based on a defined product however, as the employer remains responsible for the design, any design defects have to be corrected at the employer's expense.
- 4.12 Cost certainty can however only really be attained once the works have been tendered, which takes place once the design is substantially complete. Should the submitted tenders be significantly higher than the cost estimate prepared by the quantity surveyor, thus requiring a significant redesign to reduce costs, then there will be a substantial amount of abortive design and cost. This will also delay the project by many months.
- 4.13 Traditional contracting should deliver a quality building as the standards can be precisely described in the specification however, the designers may not be aware of similar more cost effective products which could help keep costs down without compromising quality and improve buildability.
- 4.14 Under a traditional contract, the employer can change an element of the design during construction. However, as the employer will have to bear all direct and associated costs such flexibility comes at a high price.
- 4.15 The employer is liable for any defects due to poor design and specification whilst the contractor is liable for defective construction.
- 4.16 A traditional procurement route is not recommended for this project as residual risks cannot be transferred to the contractor, and time and cost certainty would be difficult to achieve.

### **Management Contracting**

- 4.17 In management contracting, the employer engages a management contractor at an early stage of the project to act as a professional consultant, advising on the design and managing the construction works. The management contractor is not employed to undertake any of the construction works, they are all sub-contracted. The client pays the contractor a fee for the management service.
- 4.18 Management contracting is claimed to reduce the conflict between the design team and contractors, which can occur on construction projects.
- 4.19 Under this form of contracting, the management contractor bears very little risk. The management contractor has no design responsibility and is usually not responsible for the work carried out by the sub-contractors.
- 4.20 Management contracting can deliver projects quickly as works can commence on site before the design is completed.
- 4.21 However, there is very little cost certainty in management contracting as it is impossible to be confident of the final project cost until all of the sub-contracts are entered into.
- 4.22 It should be possible to achieve the required quality standards, however, the designers will be under great pressure to keep pace with construction and design decisions may therefore suffer.

- 4.23 Construction management offers a great deal of flexibility for altering the construction works. However, all alterations to the works during construction are more expensive than if the design is right first time.
- 4.24 Liability for design defects usually remains with the employer and the sub-contractors are liable for construction defects.
- 4.25 Management contracting should only be considered if the employer is in a position to fully appreciate, control and mitigate the risks inherent in construction. This is very much the preserve of experienced developers, and some of the problems that blighted the Scottish Parliament for example demonstrate some of the downsides of this procurement route.
- 4.26 Management contracting is not therefore recommended for this project due to the lack of cost certainty and the limited opportunity to transfer risk.

### **Construction Management**

- 4.27 Construction management is very similar to management contracting however with construction management the employer has a direct contract with each of the works sub-contractors. A consultant construction manager is employed by the employer to oversee the project and co-ordinate each of the contracts.
- 4.28 Construction management provides flexibility in that additional works/changes to the brief can be introduced at an advanced stage. However, the cost and programme implications of any changes will be borne by the employer.
- 4.29 Construction management is not therefore recommended for this project.

### **Partnering**

- 4.30 Originally promoted in the Egan Report ('Rethinking Construction') in 1998, partnering was seen as a method of integrating the different facets of the project process to deliver best value to the client and user.
- 4.31 It aims to deliver this by ensuring that the full project team, including the contractor, act co-operatively and make decisions in a blame-free environment of trust. This seeks to raise the collective performance and aids more effective working, with a focus firmly on agreed common goals. It does this through setting parameters whereby all contracting parties work towards shared goals and objectives, and often share any penalties and/or rewards as a result.
- 4.32 The efficacy of partnering is most prominent when embracing the combined talents of the full project team (including client, design team and contractor) as early as possible. For partnering to work best, the team must therefore be in place from concept to completion and be wholly focused on the needs of the client and users.
- 4.33 There are clear benefits to a partnering approach where relationships have been built up over a period of time, and a mutual trust has developed, and many partnership arrangements have grown out of formal contractual arrangements.

- 4.34 Good examples would be a supermarket chain or housing association rolling out a fairly simple building type, whereby the contractor is incentivised to do a good job otherwise they would lose significant volumes of future work available from that organisation. There isn't the same incentive for a more complicated one-off project like the New Destination Sport and Leisure Facility project.
- 4.35 The other downside to partnering is that they rarely achieve best/lowest price or is a fixed price obtained any earlier than it would under other procurement routes. Partnering lends itself to a 'cost plus' arrangement (e.g. the actual cost of the work, plus the contractors pre-agreed overheads and profit) and is not best suited to a lump sum or fixed price contract. There is also limited opportunity to transfer risk to the contractor, and risk is often shared between the parties.
- 4.36 Partnering is not therefore recommended for this project.

### **Design and Build / Develop and Construct**

- 4.37 In a design and build project, the employer provides the contractor with a set of performance requirements defining what is to be provided. The contractor responds with a proposal, including prices for construction and design works. The employer and contractor negotiate to ensure the contractor's proposals accurately reflect the employer's requirements and agree a mutually acceptable specification.
- 4.38 Under this form of contract, the contractor is solely responsible for design, fabrication and co-ordination of the works as described in the contractor's proposals, including the appointment of specialist consultants and sub-contractors.
- 4.39 The employer will usually utilise a consultant to prepare the employers requirements and to monitor the progress and quality of the works.
- 4.40 Under design and build, the contractor is responsible for all aspects of the work. This single point responsibility can be highly attractive and advantageous to employers.
- 4.41 Design and build has a time advantage as design work does not have to be completed before construction can begin. The development is therefore complete much sooner than under more traditional forms of contract.
- 4.42 Design and build offers high cost certainty as the contractor is obliged to do whatever is necessary to comply with the contractual requirements. All risk of the cost exceeding the price lies with the contractor and as a result design and build contracts offer the highest level of cost certainty. Tendered costs may be slightly higher than with other procurement routes in order to cover the contractor's liability or risk.
- 4.43 Cost certainty is attained at an early stage in the design and abortive costs are therefore less should the contractor tenders be more than the cost estimate prepared by the cost consultant and a redesign required.
- 4.44 It is especially important to provide the design and build contractor with accurate information on site conditions, ecology, etc. at tender stage to avoid additional costs or delay.

- 4.45 Quality control problems are often given as a reason for not selecting design and build. However, provided the employer's requirements document is sufficiently detailed and quality is closely monitored on site, it is possible to achieve a good quality building.
- 4.46 With design and build contracts, it is difficult to vary the works significantly once the contractor is appointed. Variations can be awkward to deal with and are best avoided. This can best be done by ensuring that an accurate and comprehensive employer's requirements document is prepared and agreed with all parties before the contract is let.
- 4.47 If the employer wants to be closely involved in the development of the concept design it is advisable to adopt an employer led design approach. The employer's design team works up the design in some detail, typically to RIBA Stage 3 (Developed Design) or 4 (Technical Design), to ensure that the brief can be met and that a unique design is achieved. The design team may subsequently be appointed by, or novated to, the successful design and build contractor. This procurement route is often referred to as 'Develop and Construct', as opposed to design and build, as the contractor is only required to carry out limited elements of the detailed design.
- 4.48 Develop and Construct will allow the Council to ensure that the integrity of the design is maintained. However, some of the advantages of design and build are sacrificed as the contractor is not able to contribute to the buildability of the project at an early stage. This more relates to complex sites or phased projects. This can be mitigated by consulting main sub-contractors on the more complex aspects of the design, such as steelwork or by appointing an experienced design team.
- 4.49 Develop and Construct allows changes in the brief to be integrated into the design for an extended period prior to tendering, which will be important where there are several key stakeholders and funders. Although changes post tender should ideally still be avoided. Essential changes may be accommodated without penalty if a disciplined change order procedure is adopted.
- 4.50 Develop and Construct has many of the advantages of design and build with regard to speed of design development, with the residual risks associated with shortcomings in the design and temporary works being transferred to the contractor. However, the design and quality of workmanship can be closely prescribed in order to achieve a fixed price tender from the successful contractor for a defined product.
- 4.51 **A Develop and Construct procurement route is therefore recommended** for this project, with the design being developed to Stage 4 (Technical Design). It is proposed that the design is taken to a more advanced stage given the iconic nature of the project and the need to protect the design intent.

### Contractor Involvement

- 4.52 With a Develop and Construct procurement route, it is important to decide at an early stage how much design work will be commissioned by the employer pre-contract and when to involve the contractor. The most common variances on the recommended procurement route are as follows:
- Single stage.
  - Two stage.

## Single Stage

- 4.53 The single-stage approach requires the design to be developed to a certain stage (for this project Stage 4 is proposed) at which point the work is tendered and a fixed price obtained for the works. A detailed set of Employer's Requirements will also be prepared along with other key information to set out exactly what the client requires and this will form part of the tender documentation.
- 4.54 The contractor is not involved in the design process prior to tendering the works. This is effectively a closed book tender.

## Two Stage

- 4.55 As the title suggests, this involves two stages to the tender.
- 4.56 The first stage invites tenderers to confirm what their overheads, profit and prelims will be (the financial bid) and provide details on their proposed programme, site team, track record, health & safety, etc. (the quality submission), and the contractor is selected on a combination of these two aspects of their bid.
- 4.57 The design is then worked up with the appointed contractor to an agreed level of detail (again, RIBA Stage 4 is proposed for this project) at which point the contractor obtains costs from their sub-contractors, to which the agreed overheads, profits and prelims are added to provide a fixed cost for the works - this is the second stage. This is effectively an open book tender process.
- 4.58 Whilst this involves the contractor much earlier, e.g. following the first stage tender, a guaranteed fixed price is not obtained for the works until sub-contractor prices have been obtained, e.g. following the second stage tender.
- 4.59 The advantages of a two-stage tender, when compared to a single stage tender, are as follows:

- The contractor is brought on board much earlier in the design process and can therefore contribute to buildability and programme issues.

*This will be particularly important for this project given the iconic nature of the design and the constrained city centre site. This is probably the most compelling reason to adopt a two stage approach.*

- The contractor is selected on both cost and quality and a better quality of contractor can be attracted to submit a tender.

*There are signs the construction market is picking up and in a buoyant market contractors, and in particular the higher quality/larger contractors, are more likely to choose a two stage procurement route over a single stage procurement route, with the latter being much more costly to bid.*

- By tendering on an open book basis the contractor is paid a fair price for the works - this ensures quality as the contractor is less likely to cut corners.

*This is a fair statement. However, a two stage tender can be as much as 10% more than a single stage tender due to the lack of competition during the second stage. For this particular project, however, it is considered a price worth paying due to the iconic nature of the project, the buildability issues associated with this and the constrained nature of the site. It would also be prudent to allow time in the programme to retender the construction contract should an agreement not be reached with the two-stage contractor.*

- The overall programme is reduced by involving the contractor earlier.

*By involving the main contractor early it is possible to involve the sub-contractors early too. Whilst this is to contribute to buildability issues, it will also ensure that they understand the project and are up to speed when the second stage tender is completed.*

- Cost certainty can be obtained at an earlier stage.

*There are definitely benefits to involving a contractor at an earlier stage, and they will be able to provide guidance on the cost of the various sub-contractor packages. However, cost certainty won't be guaranteed until the second stage tender has been concluded. This is still much earlier than under other procurement route, such as traditional, management contracting or partnering.*

- Risks can be mitigated earlier and passed to the contractor.

*A contractor appointed through a two stage tender process is less likely to take on risk. However by identifying the risk with the contractor it is possible to carry out survey work / further work to identify, mitigate, and ultimately quantify the risk. This will allow the risk to be minimised and transferred to the contractor.*

- Better quality design teams will be attracted to the project.

*Whilst there are many good quality design teams who will be interested in this project, the more iconic signature architects tend to avoid single stage procurement routes.*

4.60 On balance, and due to the iconic nature of the project and the constrained city centre site, it is felt more important to involve a contractor to provide advice on buildability issues, and accept the cost premium that comes with this. By closely monitoring the second tender stage the cost implications of this procurement route can be mitigated. **We therefore recommend a 'Two Stage' procurement route is adopted.**

4.61 It would be prudent however to allow sufficient time in the programme to go back out to the market if the costs received at the second tender stage are not considered to offer best value.

## Recommendation on Procurement Route

4.62 Based on the above analysis of the various procurement routes, **it is recommended that this project is progressed using a 'Two Stage Develop and Construct' procurement route, with the design being progressed to RIBA Stage 4 (Technical Design).** This combines some of the benefits associated with 'design and build' and 'traditional' procurement routes. By progressing key elements of the design to a more detailed stage this will help ensure the design intent is captured and a high quality product is obtained.

4.63 To summarise, a 'Two Stage Develop and Construct' procurement route has the following benefits:

- Experienced contractors knowledge can be used from an early stage to refine the construction details, structural engineering and building services to improve buildability. This will be particularly important for this iconic project on a constrained city centre site.
- Early contractor and sub-contractor input on the programme and construction costs.
- A fixed price is obtained following the second stage tender, which is an earlier date than some other procurement routes, such as a traditional procurement route.
- Greater cost certainty when compared with other forms of contract. The contractor takes the risk on many of the factors, which could otherwise lead to increased cost such as construction detailing, compliance with statutory requirements and management of sub-contractors.

- Single point of responsibility for progress, design and construction will be passed onto the contractor following conclusion of the second stage tender.
- The design is progressed to a detailed stage to ensure quality.
- Construction can commence before all the construction detailing has been completed. This reduces the overall development timescales and provides the completed Centre at an earlier date than under a traditional procurement route.
- A two stage procurement route will ensure that larger construction companies are interested in an improving construction market. This will also be important to the involvement of a high quality 'iconic' design team.



# 5 Contractor Appointment

## Introduction

- 5.1 The appointed Consultant Team will facilitate the procurement of a contractor. The contractor will have to be appointed in line with OJEU procedures due to the scale of the project. This will either require a full OJEU procedure or the use of a framework, which has been subject to OJEU.
- 5.2 This review will establish which procurement option is most appropriate to deliver the project using a Two Stage Develop and Construct route, at that moment in time.

## OJEU

- 5.3 There are four possible OJEU routes that can be used to tender projects: Negotiated, Restricted, Open and Competitive Dialogue routes.
- 5.4 For a project of this nature the most suitable route is the Restricted procedure. This route will attract the most contractors to tender due to its efficiency. It is also recognised in the industry as the most suitable route because the outputs of a Develop and Construct tender package are very specific, leaving little room for manoeuvre.
- 5.5 There is however a legal view that a two stage procurement route isn't fully compliant with the OJEU Restricted procedures as there is an element of negotiation following the selection of the preferred contractor. This has however yet to be tested in court, and projects continue to be procured in this way.
- 5.6 Where the OJEU Restricted procedure is adopted, a Project Information Memorandum (PIM), which provides the project background, and a Pre-Qualification Questionnaire (PQQ) is prepared. The contractors would then be required to provide information in response to the PQQ including the following:
  - Company information – size, location.
  - Financial information – audited accounts, ability to provide a performance bond, Dunn and Bradstreet credit rating.
  - Insurance details – including Professional Indemnity.
  - Project team – experience of the team, track record, proposed sub-contractors.
  - Experience – track record, working with public bodies, experience of procurement route.
  - Health and Safety – health and safety policy, track record, ability to act as the Principal Contractor.
  - Regulatory issues – Regulation 14 of the Public Works Contract Act 1991.
- 5.7 Interest would be generated in the project prior to the OJEU notice being released by contacting or meeting with contractors of suitable size and experience to run through the scheme in more detail. This would ensure that a good response is received to the OJEU notice from suitable contractors.
- 5.8 Ideally a maximum of five contractors would be shortlisted to tender from the expressions of interest received in response to the OJEU notice (this is also the minimum allowed). In our experience, contractors are not

prepared to commit significant resource and cost to prepare a tender if more than five contractors have been asked to tender for the works. This approach is in line with OJEU procurement rules.

- 5.9 Shortlisted tenderers will be invited to mid-tender meetings at which they can seek clarification of the Council's requirements and discuss the priorities and critical objectives. Responses to contractor's questions would be circulated to each of the contractors tendering. This would also give the Council an opportunity to meet the individuals who will be responsible for delivering the construction of the project.
- 5.10 A contractor would be appointed on the basis of them scoring the highest overall tender score based on both quality and cost criteria, and the other tenderers would be notified accordingly.
- 5.11 The whole process can take four months from the beginning to finally appointing a contractor. However, the tender process can be run in parallel with the design development, so that no time will be lost on the overall programme.

## Contractor Frameworks

5.12 There are many contractor frameworks in place across the UK. The benefits of these are as follows:

- Frameworks are well suited to a Two Stage Develop and Construct procurement route.
- Avoids the need to OJEU the project, as the framework has been put in place using the OJEU procedures. This is becoming ever more desirable in a climate where contractors are more likely to challenge the decision where they have not been selected. This also reduces the overall programme and management costs.
- A contractor can be appointed much quicker. This is particularly relevant for the New Destination Sport and Leisure Facility project where buildability will be important due to the iconic nature of the scheme and the constrained city centre location.
- A framework can be selected that includes contractors with a track record of delivering similar projects.
- Frameworks include KPI's that the contractors are assessed against, which incentivises them to perform well. This is particularly important where a one off project is being delivered. KPI's also incentivise the contractor to use local labour and suppliers.
- Most frameworks, with the exception of the Scape framework (see later section on this), include a selection of contractors, thereby introducing an element of competition in the selection of the contractor. This will consider not only cost (overheads, profit, management costs, etc.) but also quality aspects, such as track record, proposed team, methodology, etc.

5.13 Outlined below are the details of contractor frameworks that are most relevant to the Council and some initial comments on these frameworks.

Framework	Area covered	Companies on Framework	Comment
West Midlands Contractors Framework.	West Midlands, including Coventry.	Kier Construction Central. Speller Metcalfe (Malvern) Ltd. Thomas Vale Construction plc.	This framework was set up and managed by Worcester County Council and is focused on this location. Whilst Kier and Thomas Vale are national contractors, the competitive element is effectively limited to two suitable contractors.
Scape.	Set up to be an East Midlands framework, although it is used nationally.	Willmott Dixon.	Willmott Dixon have a good track record of delivering leisure centres.  However Willmott Dixon are the only contractor on this framework.
Constructing West Midlands (CWM).	Midlands, including Coventry.	Thomas Vale. Mansell. Willmott Dixon. Morgan Sindall.	National contractors, all of whom have good leisure experience.  This is more relevant to the City Leisure Water project and the West Midlands Contractors Framework.

## **West Midlands Contractor Framework**

- 5.14 The West Midlands Constructor Framework was set up by four organisations - Worcestershire County Council, Herefordshire Council, West Mercia Police Authority and Hereford & Worcester Fire and Rescue Service - and is available to all public sector organisations within the geographic area of the Government regional office for the West Midlands.
- 5.15 The framework came into operation in September 2010 and will deliver up to £180 million of work over four years. It is to be used for projects over £1m million in value, but this threshold will be reviewed during the framework period.
- 5.16 Three contractors have been awarded a place on the framework - Kier Moss of Cheltenham, Speller Metcalfe Malvern Ltd, and Thomas Vale Construction of Stourport - following an OJEU advertised tendering process. As a result procurement time is reduced as OJEU tendering processes are not required again on individual projects.
- 5.17 With the three contractors all having demonstrated in the selection process capability, experience, strong personnel and good environmental attitudes, as well as good value, contracts are awarded on a rotational basis on most occasions rather than by competition. In return the contractors are expected to share knowledge with each other as well as with the client organisations. They are also required to provide and maintain good performance. The success (or failure) of process and delivery is monitored, and poor performance will cause contractors to miss allocations.
- 5.18 In the standard procedure, a contractor is appointed under an NEC Professional Services Contract (PSC) to join the design team, and awarded a construction contract only if and when a firm price and programme have been agreed. Construction contracts also use the NEC format (Option A).
- 5.19 Variations to the standard procedure are available, to accommodate for example unusual projects, design and build procurement, or the engagement of the contractor only for the construction stage. However, these are for exceptional use only.
- 5.20 We do not recommend the West Midlands Contractor framework is used, as the contracts are awarded on a 'rotational basis', not all of the contractors have leisure experience and it is coming up for renewal later this year.

## **Scape Framework**

- 5.21 Scape is a contracting authority in its own right, comprised of six local authority shareholders, with the agreed aim to procure services and works packages in an efficient and timely manner. The current framework is national with an annual spend of around £350m across all industry sectors.
- 5.22 The Scape framework has been used to deliver public sector projects such as leisure centres and schools for the past nine years. The framework term is on a four-year cycle and the latest edition was awarded in May 2013 to Willmott Dixon.
- 5.23 Willmott Dixon is the sole principal contractor under this framework for projects with a construction value over £2m. This was intentional, as Scape wanted to avoid replication of works and services to draw efficiencies in tendering costs and programme.

- 5.24 Scape is effectively an 'open book' two stage procurement route, with a 'target cost' being agreed at the first stage along with the contractor's overheads and profits, plus the design costs (and other associated costs) to develop the design prior to entering into the building contract. Alternatively the client appoints and manages the design team with the contractor sitting alongside to provide advice on buildability, programme, cost, risk, etc. as the design is developed.
- 5.25 The sub-contractor packages are then tendered at the second stage, once the design has reached an agreed level. At this point the cost of the work would be agreed based on the NEC contract, using either Option A (fixed price) or Option C (target cost with a risk share arrangement).
- 5.26 Willmott Dixon's profits and overheads are currently fixed at 3.5% under the Scape framework agreement, plus an additional payment to Scape, which is typically 0.5% (using a sliding scale fee by floor area) which Willmott Dixon pay to Scape. By way of comparison, the overheads and profit for a leisure centre in the current market can be 1.5% to 7%.
- 5.27 It should be noted that the Scape framework represents 10% of the current contractor, Willmott Dixon's, national turnover and is therefore seen as a key business stream, which is actively monitored by Scape who operate a "three-strike system", where 'three strikes' results in exclusion from the framework altogether.
- 5.28 One of the aims of the framework is to achieve efficiencies through shared learning and repetitive design, procurement and construction solutions, which will help build collaboration in the team.
- 5.29 The framework provider has contract documentation that is pre-agreed with the contractor. This should result in lower legal fees for the client team so that the programme and each project can proceed in the knowledge that legal agreements will not cause delay.
- 5.30 The client can cancel the contractor's appointment at any time during the preconstruction period when using the Scape procurement route.
- 5.31 The biggest drawback with the Scape framework is that there is only one contractor on the framework. However, this is offset to a degree by their competitive rates and Willmott Dixon's track record of delivering leisure facilities.
- 5.32 Whilst we wouldn't discount the use of Scape at this stage, we think it is worth exploring other frameworks, which have more than one contractor on them, such as the Constructing West Midlands framework.

### **Constructing West Midlands (CWM) Framework**

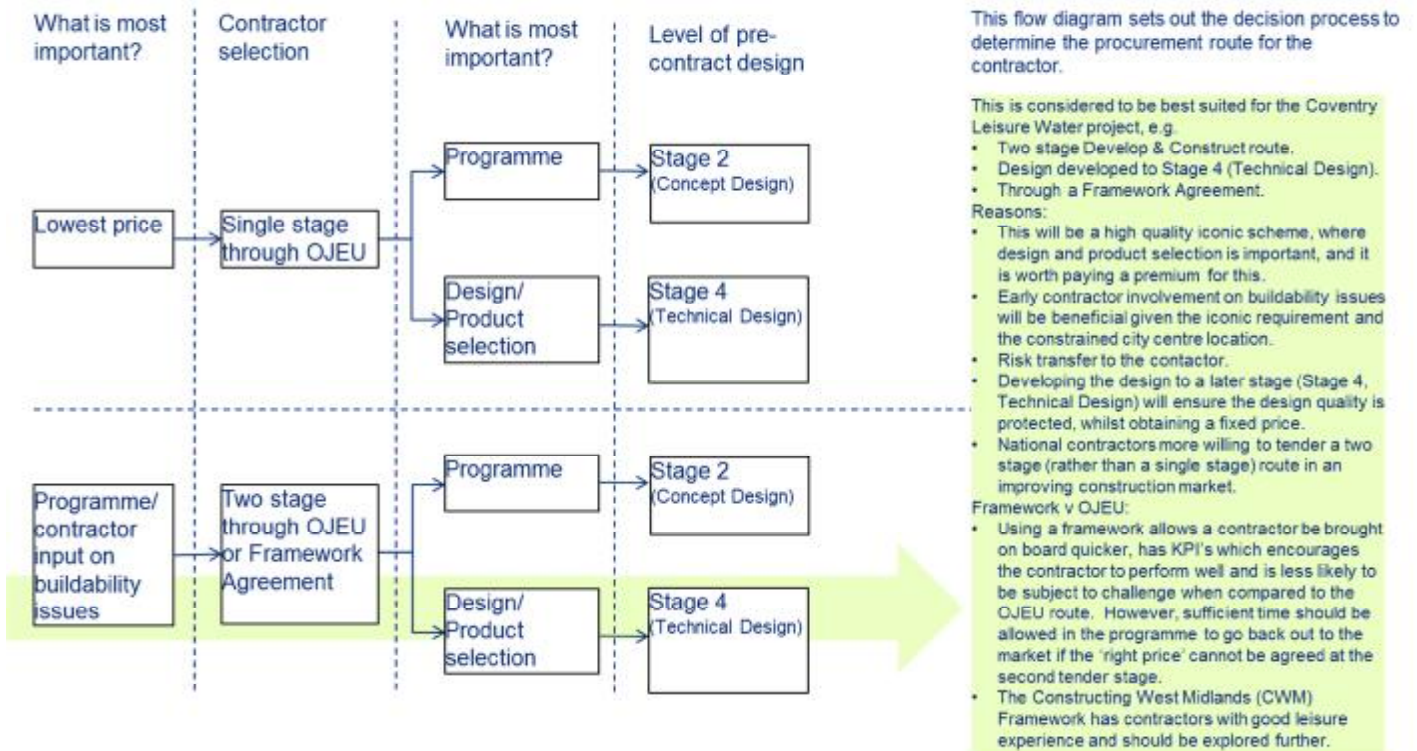
- 5.33 Constructing West Midlands (CWM) Framework was procured by Birmingham City Council, and is a delivery vehicle for capital building works and reactive / planned repair and maintenance works for public sector organisations throughout the West Midlands Region. The framework will run until 2019.
- 5.34 Contractors appointed to all lots under the framework have demonstrated their ability and commitment to work collaboratively with public bodies and other framework contractors to deliver tangible benefits and continuous improvement in key areas such as: efficiency; supporting local communities; sustainability and environmental impact; supply chain; collaboration; innovation; cost and programme; and Health & Safety.
- 5.35 The framework currently comprises 7 lots, of which Lot 7 is for major capital projects or programmes of work above £500,000 in value.
- 5.36 The contractors on Lot 7 are Community Solutions West Midlands (a consortium of Morgan Sindall plc and Lovell Partnerships Ltd), Mansell Construction Services, Thomas Vale Construction and Willmott Dixon. All of these contractors have a good track record of delivering leisure projects.

5.37 Appointment of the contractor can be by direct allocation or mini-competition.

5.38 **We recommend that the Constructing West Midlands (CWM) Framework is explored further**, as all of the contractors have good leisure experience and a mini-competition can be held to select the preferred contractor.

### Recommendation

5.39 The flow chart below summarises the decision process in agreeing the procurement route and making a recommendation:



# 6 Consultant Team Appointment

## Core Consultant Team

6.1 The following core Consultant Team will need to be appointed to deliver the project:

- Project Manager.
- Cost Consultant.
- CDM Coordinator.
- Architect (Inc. interior design).
- Structural/Civil Engineer.
- Services Engineer.
- Pool Specialist (filtration and filters).
- Heritage Consultant.

6.2 Other consultants and specialists will be required at various stages of the project to supplement the core Consultant Team. Surveys will also need to be instructed to inform the design team, for submission with the planning application and mitigate risks.

## Combined Project Management and Design Team Appointment

6.3 The following table summarises the advantages and disadvantages of the following:

- Separate appointments – All members of the consultant team are separately tendered and appointed under separate contracts.
- Single appointment – The client enters into a contract with the lead consultant (typically the project manager) to provide full project management and design team services. The lead consultant then appoints the rest of the consultant team as their sub-contractors.
- Hybrid appointment – The client enters into two contracts with a) the project manager, who in turn appoints the cost consultant and CDMC, and b) the design team (typically the contract is with the architect, who in turn appoints the rest of the design team).

Type of Appointment	Pros	Cons	OJEU	Framework
Separate appointments	<ul style="list-style-type: none"> <li>Total flexibility and ability to appoint preferred team members.</li> </ul>	<ul style="list-style-type: none"> <li>Very time consuming to tender, put legal agreements in place and manage.</li> <li>No guarantee the individual consultants will work well as a team.</li> <li>No single point of contact/responsibility for consultant team. Greater risk to Council.</li> </ul>	<ul style="list-style-type: none"> <li>Some of the consultants will be above the OJEU threshold of £172,514.</li> </ul>	<ul style="list-style-type: none"> <li>Whilst there are a number of frameworks the Council could potentially use, not all of them allow separate consultant appointments.</li> <li>Frameworks are not as suitable for designers where an iconic design is called for as not all designers on the frameworks are appropriate for 'iconic' schemes.</li> </ul>
Single appointment through PM	<ul style="list-style-type: none"> <li>Least time consuming option.</li> <li>Single point of responsibility.</li> <li>More likely to get a cohesive team.</li> <li>PM has contractual control over other consultants.</li> </ul>	<ul style="list-style-type: none"> <li>Unable to pick and choose team members – they come as package.</li> <li>Can be difficult to change individual consultants if they don't perform.</li> <li>PM is not completely independent of the Design Team and other consultants.</li> <li>Not suited to a design competition where the architect is the focus.</li> </ul>	<ul style="list-style-type: none"> <li>Yes.</li> <li>Opens the opportunity to wider competition than a framework, although this is much more time consuming. Typically this can take 3-4 months.</li> </ul>	<ul style="list-style-type: none"> <li>There are a number of frameworks the Council could potentially use.</li> <li>However, tendering and appointing through the PM would limit the ability to influence the design team and ensuring they are appropriate for an 'iconic' scheme.</li> </ul>
Hybrid - separate appointment for PM and Design Team.  <i>See 'Single Design Team Appointment' section looking at Design Team appointment if this route is chosen.</i>	<ul style="list-style-type: none"> <li>Able to select preferred PM and Design Team.</li> <li>PM is independent of the Design Team.</li> <li>Could equally apply to Cost Consultant and CDMC if they are appointed separately, or they could be appointed through the PM, or visa versa.</li> <li>PM can be brought on board quickly to put delivery strategy in place and run the design team tender.</li> <li>Single point of responsibility for the design team.</li> </ul>	<ul style="list-style-type: none"> <li>More time consuming than a single appointment. Ideally the PM would be appointed first, which lengthens the overall timescale to appoint the entire consultant team.</li> <li>Design Team still comes as a package.</li> <li>No guarantee PM and Design Team will work well together, but this is improved if the PM is involved in the selection of the Design Team.</li> </ul>	<ul style="list-style-type: none"> <li>Yes where over £172,514.</li> <li>More time consuming than frameworks (where available).</li> </ul>	<ul style="list-style-type: none"> <li>There are a number of frameworks the Council could potentially use. These are however more suited to the PM and Cost Consultant appointment.</li> <li>Frameworks are not as suitable for the design team where an iconic design is called for as not all consultants on the frameworks are 'iconic' architects.</li> </ul>

**6.4 We recommend that a hybrid approach is taken with the project manager/cost consultant/CDMC being appointed separately from the Design Team,** for the following reasons:

- The project manager can be brought on board quickly to put delivery strategy in place and run the design team tender.
- The project manager, cost consultant and CDMC will be independent of the Design Team and will therefore be completely impartial and best placed to protect the Council's interests.
- The Council will have greater choice over the selection of the project manager and the design team, e.g. it avoids a situation where the Council is forced to select a project manager they don't like in order to get the design team they like, or visa versa.
- It reduces the management time and cost to procure and appoint the consultant team, as separate appointments for all of the consultants will be very time consuming.

**6.5** In the following section we consider whether the Design Team should be appointed through a single appointment or separately.

## Single Design Team Appointment

6.6 The following table summarises the advantages and disadvantages of the following approaches for the Design Team appointment:

- Separate appointments – All members of the design team are separately tendered and appointed under separate contracts.
- Single appointment – The client enters into a contract with the lead designer (typically the architect) to provide design team services. The lead designer then appoints the rest of the consultant team as their sub-contractors.

Type of Appointment	Pros	Cons	OJEU	Framework
Separate appointments	<ul style="list-style-type: none"> <li>• Total flexibility and ability to appoint preferred team members.</li> </ul>	<ul style="list-style-type: none"> <li>• Very time consuming to tender, put legal agreements in place and manage.</li> <li>• No guarantee the individual consultants will work well as a team.</li> <li>• No single point of contact/responsibility for consultant team. Greater risk to Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Some of the consultants, and in particular the architect will be above the OJEU threshold of £172,514.</li> </ul>	<ul style="list-style-type: none"> <li>• Whilst there are a number of frameworks the Council could potentially use, not all of them allow separate consultant appointments.</li> <li>• Frameworks are not as suitable where an iconic design is called for as not all consultants on the frameworks are 'iconic' architects.</li> </ul>
<p>Single appointment</p> <p>This would typically include an architect, civil/structural engineer, services engineer and pool specialist, with other consultants being added as required.</p>	<ul style="list-style-type: none"> <li>• Procurement is less time consuming than separate appointments.</li> <li>• Single point of responsibility</li> <li>• More likely to get a cohesive team.</li> <li>• Benefits a design competition where the architect requires the input of other design team members, and the design needs to be shown to be deliverable.</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to pick and choose team members – they come as package.</li> <li>• Can be difficult to change individual consultants if they don't perform.</li> </ul>	<ul style="list-style-type: none"> <li>• Yes.</li> <li>• Opens the opportunity to wider competition, although this is much more time consuming than using a framework. Typically this can take 3-4 months.</li> <li>• Where a design competition is called for then OJEU is more appropriate than a framework as it opens it up to more designers.</li> </ul>	<ul style="list-style-type: none"> <li>• Whilst there are a number of frameworks the Council could potentially use, they are not as suitable for an iconic design/design competition.</li> </ul>

6.7 Based on the above, **we recommend that a single design team appointment is made**, for the following reasons:

- This will provide a single point of responsibility.
- More likely to get a cohesive team as they have chosen to work together (usually based on their previous experience of working together) rather than being 'thrown' together.
- This suits a design competition (see section on design competitions) where the architect requires the input of other design team members, and the design needs to be shown to be deliverable.
- The timescales and cost to appoint the design team will be less than if they are all procured and appointed separately.



## Design Competition

6.8 A design competition is often included in the selection process for the design team where an iconic building is required. This enables the client to 'see what they are buying'. The advantages and disadvantages of a design competition are summarised in the below table:

Pros	Cons	Other Considerations
<ul style="list-style-type: none"> <li>Helps achieve a high quality iconic design for the scheme.</li> <li>Will attract high quality architects.</li> <li>Design seen before the appointment of the design team. This provides a clear direction for the scheme.</li> </ul>	<ul style="list-style-type: none"> <li>Architect can become 'protective' of their design and less willing to make change.</li> <li>There aren't many iconic architects that also have leisure centre/pool experience so they would need to learn quickly and/or supplement their team. Also they don't tend to be as good at detailing.</li> <li>Iconic architects are not as keen on design and build procurement route and being novated to the contractor.</li> <li>Design submitted may be unrealistic and unaffordable, but is simply done to 'wow' the client.</li> <li>Involvement of public in selection process, based on the designs submitted may see the selection of a team/bid which is weaker overall. Selection by a panel rather than opening it up to the public vote, and other criteria, including fees, experience, proposed team, methodology, etc. would help avoid this.</li> <li>Tender and selection process will take longer than standard OJEU approach as time needs to be allowed for the shortlisted design teams to work up their design.</li> </ul>	<ul style="list-style-type: none"> <li>A financial contribution could be made for the design development. Typically this is around £5k per tenderer.</li> <li>Amount of design carried out needs consideration. Full RIBA competition can be very intensive and a 'watered down' version might be more appropriate.</li> <li>If a design competition is chosen then it will be important to balance the design with other qualitative and price criteria. The selection of the scoring panel will also be important.</li> <li>The size and make up of the selection panel for a design competition will be important. Usually this is no more than seven to ensure the selection process is manageable.</li> <li>OJEU is the most appropriate approach for a design competition, rather than a framework approach which would exclude some 'iconic' designers.</li> </ul>

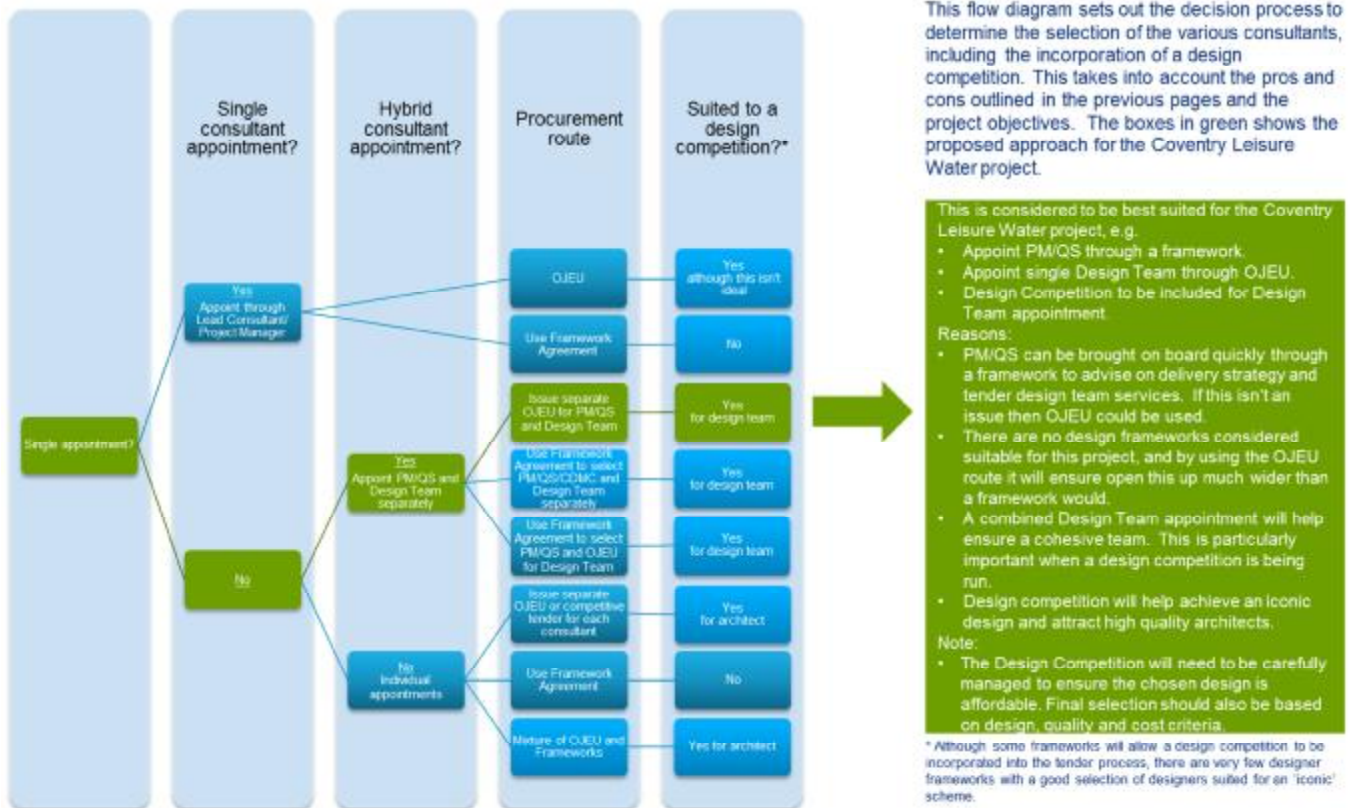
6.9 We are of the view that the advantages of a design competition outweighs the disadvantages for this project, for the following reasons:

- The project is more likely to achieve a truly iconic design.
- High quality designers are more likely to be attracted if a design competition is incorporated.
- The design concept is seen prior to the appointment of the design team. This will provide a clear direction to the project and ensure 'buy-in' from both the Council and the design team.

6.10 We therefore **recommend that a design competition is incorporated into the design team procurement process**. If a design competition is chosen we would recommend that this only forms part of the selection criteria and other qualitative questions, such as demonstrating a track record of working together before, approach, proposed team, etc., and cost is taken into account. We would not therefore recommend that a traditional RIBA design competition is run, which focuses almost entirely on the design concept.

## Recommendation

6.11 The flow chart below summarises the decision process in agreeing the procurement route and making a recommendation:



## Novation

6.12 **It is proposed that the Architect, Structural / Civil Engineer and Services Engineer are novated to the contractor** which will help to ensure design integrity. This also transfers the design risk associated with the pre-contract design to the contractor.

6.13 Specialist technical knowledge will however be required to supplement the Council's team to monitor the contractor's compliance with the Employer's Requirements, including:

- **Project Manager** – Ongoing role. This should include Contract Administrator for the construction contract.
- **Services Engineer** - The services and specialist swimming pool installations (such as filtration and moveable floors) are two of the most critical and specialist elements of the construction phase of the project and it is important to ensure that this work is carried out in strict accordance with the contract. It is therefore recommended that a Services Engineer (including IT) and Pool Specialist are appointed by the Council for the post-contract phase of the project to monitor the contractor's design development and quality of installation. This should be a separate / independent appointment from the company's novated / appointed by the contractor.
- **CDM Coordinator** - The CDM Co-ordinator will be retained by the Council for the construction phase. This will ensure that there is no conflict of interest that might otherwise occur if the CDM Co-ordinator were appointed by the contractor.
- **Cost Consultant** – The Cost Consultant will carry out valuations and variations under the building contract.
- **Architect** – This role may be required on the Council side following the novation of the architect, to monitor design development and quality on behalf of the Council.

- **Clerk of Works** – A clerk of works may be appointed to monitor the quality of works on site during the construction phase.

# 7 Design Development

- 7.1 The principle aims of the design development phase are as follows:
- Refine the brief. This will include development with the Council, together with consultation review with the key stakeholders and end-users.
  - Contribute to value engineering exercises to achieve the optimum design within the budget.
  - Assist with development of a detailed Design Brief, which will stipulate the spatial, technical and functional requirements of the Centre.
  - The designers will be required to prepare detailed specifications for incorporation into the Employer's Requirements document.
  - Finishes schedules will be prepared and sample boards produced for the Council's approval.
- 7.2 The Consultant Team will be expected to progress the design in line with the programme, and produce formal stage reports for signed off by the Council.
- 7.3 The approach commonly taken under a Develop and Construct procurement route is for the design to be developed only to the planning stage prior to tendering. This strategy is feasible for common building types where technical requirements are well defined and understood, however, in our experience, specialist buildings such as swimming pools are best developed in greater detail prior to tendering.
- 7.4 There is also an opportunity to progress the design during the planning review period. This will ensure that the design is developed to a more detailed stage and more accurately defines the Council's requirements prior to both tendering and entering into contract. There is a risk of abortive design if planning consent is not obtained, however this can be mitigated by reviewing the design with the planners before it is formally submitted.
- 7.5 By taking the design to Stage 4 (Technical Design) as proposed earlier in this report, any elements with long lead-in times will be designed in sufficient detail to allow orders to be placed to meet the overall programme and to protect the design intent to ensure the contractor cannot 'down-spec' key elements.
- 7.6 Council officers have already carried out case study visits to similar facilities. However, it may be appropriate to visit other schemes and take members of the Executive as the project progresses. Visits should also be carried out with the Consultant Team so they can see first-hand what is important to the Council.
- 7.7 A BREEAM assessor will need to be appointed to provide advice as to the viability of targeting BREEAM and if desired by the Council, a suitable, achievable target will be agreed.
- 7.8 The services design will be progressed in sufficient detail to permit accurate estimates of service capacities to be produced. This will allow any infrastructure improvements which could have lengthy lead-in times to be identified and programmed.
- 7.9 By the end of the pre-contract stage a comprehensive Employer's Requirements document will have been produced, which defines the project requirements in terms of spatial, functional and quality standards.

7.10 Following the second stage tender and appointment of the contractor, the project manager and post-contract consultant team will ensure that the quality of final design and workmanship is delivered throughout the construction phase. This will be done as follows:

- Review and comment on all design documents by the consultant team before passing it to the Council for comment.
- Regular design and progress meetings.
- Identify any unsatisfactory workmanship on a defect sheet and monitor the remedial works.

7.11 We would recommend the appointment of a client side architect and a clerk of works to monitor the design and quality of works on site on behalf of the Council. This will supplement the services provided by the consultant team.

# 8 Consultation

- 8.1 A comprehensive Consultation Strategy will need to be developed. This should capture the methodology and programme for consultation with the internal Council departments, Planning, English Heritage, National Governing Bodies, any external funders, the general public, and any other key stakeholders.

# 9 Cost Management

- 9.1 Cost plans will be prepared at specific stages of the design development process and updated as the design is advanced. These cost plans will be produced by the cost consultant.
- 9.2 Once the initial cost plan is agreed, it will be updated on each occasion that changes to the brief are instructed. Where appropriate a full cost benefit analysis will be carried out of proposed changes before implementation.
- 9.3 A Pre-Tender Cost Plan (PTE) will be prepared to ensure that tenders returned will comply with the project budget.
- 9.4 The cost plan will make an allowance for design risk and include a Council contingency for any unforeseen circumstances. This will then be reviewed as the design progresses and specific risks have been identified or mitigated.
- 9.5 A strict Change Order system should be implemented to ensure that any changes to the works are fully costed and the programme implications identified prior to instructions. The cost consultant will agree the cost of any changes with the contractor prior to instruction.
- 9.6 A similar approach should be adopted pre-contract once the Design Brief has been signed off by the Project Board and the final design options have been clarified.

# 10 Risk Management

- 10.1 An initial Risk Register has been prepared and is included in **Appendix B**. The schedule identifies risks and states the probability of occurrence, the likely extent of impact on cost, programme or quality, and the parties who will be liable should the event occur.
- 10.2 The initial risk register has been prepared based on our understanding of the critical objectives for the project. Currently this shows the Council as the risk owner, although this will change as consultants the contractor are appointed and other key stakeholders become involved in the project.
- 10.3 This register deals with design and construction risks and will need to be augmented with the Council's own risks.
- 10.4 The risk register should be used to identify risks, to enable the risk to be managed by the risk owner, mitigated and / or transferred to the contractor wherever possible. By their nature, some risks will need to be retained and managed by the Council.
- 10.5 The risk register should be updated regularly as the design development progresses, during tender stage and post-contract.



# 11 Programme

- 11.1 Two programmes have been prepared for the project and are included in **Appendix C**.
- 11.2 The key difference between the two programmes is that Option 1 assumes that the PM/QS/CDMC, Design Team and the Main Contractor are all procured through OJEU, whereas Option 2 assumes that the PM/QS/CDMC and the Main Contractor are procured through a framework.
- 11.3 The Contractor Appointment section of the Project Execution Plan recommends that a framework be used to procure the contractor. This allows the contractor to be brought on board at the earliest possible date to take full advantage of the proposed two stage procurement route. This will ensure contractor input on buildability from the initial design phases and help reduce project risk.
- 11.4 The main benefit of procuring the PM/QS/CDMC through a framework is time, and they could be appointed just over two months early than if they were procured through OJEU. This will create float within the programme to deal with any issue that arise, and therefore help de-risk the programme.
- 11.5 There are variations to both programmes depending on the Council's key drivers, particularly in respect of risk and programme. This will therefore require further discussion with the Council before confirming the delivery programme.
- 11.6 Early discussion will need to take place with contractors to ensure the period allowed for the demolition and construction phase is realistic.
- 11.7 The programme should continue to be developed as the project progresses, and updates issued each month to monitor progress.



# Appendix A

## Design Brief



New Destination Sport and Leisure  
Facility for Coventry  
Design Brief



# Contents

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# 1 Overview

## Development Overview

- 1.1 The Design Brief for the New Destination Sport and Leisure Facility (the Centre) has been prepared for consultation with Coventry City Council (the Council) who will fund the new centre
- 1.2 The Design Brief will be amended as the project progresses to reflect feedback from the Client team and key stakeholders and a schedule of revisions will be included. The Design Brief also needs to reflect the available budget and this will influence the development of the brief.
- 1.3 Case study visits have been undertaken to similar facilities and initial discussions have been held with water feature providers/designers, and the Design Brief will need to reflect feedback from this.
- 1.4 The Brief will be developed and expanded by the Design Team to meet the Client requirements. The Design Team will be responsible for ensuring that the Design Brief meets the minimum criteria set out by sporting bodies, such as Sports England, the Amateur Swimming Association (ASA) and other relevant user groups.
- 1.5 The type, level and number of users for each area have been included in the Design Brief to provide the basis upon which the spatial requirements are worked up by the Design Team. This should reflect the business planning assumption that have been made within the modelling and will be subject to further review with the Client team. All user numbers will be subject to final confirmation as the design is developed, and through agreement with the Client team.
- 1.6 The Client team has indicated that the building should deliver industry leading standards for energy efficiency achieving BREEAM rating 'Excellent'. The project is of architectural significance due to its prominent city location and the fact that it is replacing the existing listed 50m pool. An iconic and well thought out design is therefore required.
- 1.7 The design should demonstrate that thought has gone into the impact that the building will have on its surroundings, including the High Street Conservation Area and Grade II Listed Christchurch Steeple, and where possible the design should look to minimise this impact and provide an environmentally friendly alternative. It should however be recognised that this will be difficult to achieve in this type of building and there will be cost implications (initial capital) associated with this approach.
- 1.8 It is anticipated that a two stage 'develop and construct' procurement route will be adopted, with the Design Team taking the design to at least RIBA Design Stage 4 (previously referred to as Stage E), providing sufficient design information and documentation to conclude the second tender stage and obtain a fixed price from the contractor and transfer risk where possible.

## Design Guidance

- 1.9 This brief is to be read in conjunction with the relevant design guidance available from the following organisations. This is not an exhaustive list:
  - Sport England Design Guidance Notes.
  - Amateur Swimming Association (ASA) guidelines.



- National Governing Bodies (SBGs).
- Institute of Sport and Recreational Management.
- SAPCA guidance.
- All relevant British and European Standards.
- Building Regulations.
- PWTAG 'Swimming Pool Water' guidelines.
  
- Coventry City Guidance, including Coventry City Planning Policy Guidance, Conservation and Listed Building Guidelines.

## Budget

1.10 The budget for the complete scheme is £33.6m.

1.11 This includes the following:

- Demolition.
- Construction Works.
- External Works.
- Inflation.
- Contingency.
- Professional fees.
- Fit out.

1.12 This excludes the following:

- Inflation.
- VAT.
- Site acquisition costs and costs to decant existing buildings.
- Costs associated with the old centre, such as demolition or mothballing.

## Revisions

1.13 This section notes any changes made to the Design Brief by the Client team, or the Design Team once it has been signed-off by the Client team.

# 2 General Requirements

## The Site

- 2.1 The new New Destination Sport and Leisure Facility (the Centre) will be built in Coventry city centre on the current site of the existing council buildings, Spire House and Christchurch House, at the junction of New Union Street and Greyfriars Lane.
- 2.2 'Christchurch Spire' is a Grade II\* listed building and adjoins the site. This is of significant national importance and therefore the design for the new Centre will need to take this into account. This could be incorporated into the site if it was considered that this would enhance the scheme.
- 2.3 The site is located in close proximity to the 'High Street' conservation area and the new centre will affect views into and out of the conservation area. Therefore, any development on the site would need to preserve or preferably enhance the character and appearance of the area.
- 2.4 Also situated close to the site is the locally listed, Methodist Central Hall, which will need to be taken into consideration when developing proposals for the site.
- 2.5 Close liaison will therefore be required with English Heritage, the Local Planning Authority and the Conservation Officer.#
- 2.6 Careful consideration of the design, materials and construction methods will be required to reflect the constrained city centre location.

## Comments

For more information on the conservation area refer to [http://www.coventry.gov.uk/downloads/511/conservation\\_areas](http://www.coventry.gov.uk/downloads/511/conservation_areas)

Also refer to Coventry City Council's Historic Landscape Characterisation report [http://www.coventry.gov.uk/download/downloads/id/11670/coventry\\_historic\\_landscape\\_characterisation\\_report](http://www.coventry.gov.uk/download/downloads/id/11670/coventry_historic_landscape_characterisation_report)

## The Building

2.7 The building should be designed to achieve, and where possible exceed, the following design life (excluding routine maintenance):

- Structural elements: 50 years
- Exposed steelwork first maintenance 15 years
- External elevations 25 years
- Roof finishes 20 years
- Windows and doors 20 years
- Mechanical plant 20 years
- Electrical installation 20 years
- Other equipment, plant and finishes 25 years  
(excluding internal finishes, fixtures and fittings)

2.8 Planning Consent, and potentially Listed Building Consent, will be required with any subsequent conditions discharged prior to practical completion of the facility.

2.9 The Design Team and subsequently the Contractor will also be expected to liaise with the Fire Officer in respect of associated risk assessments and agreements.

2.10 The completed project must be fully compliant with Building Regulations, including the provisions for disabled access as specified in Part M.

2.11 The design of the Centre should meet and exceed the minimum requirements set out by the Disability Discrimination Act 2005, BS: 8300 and Sport England's guidance note, titled: Accessible Sports Facilities Design Guide 2010 (formally known as Access for Disabled People). Consideration must also be given to the safe and unassisted evacuation of disabled users from any upper floors.

2.12 The external elevations should utilise quality, low maintenance finishes, and be sympathetic to the surrounding environment avoiding being prone to physical damage by vandals and addressing the needs for protection against attack by vandals.

2.13 All finishes are to be robust and suitable for the location of the facility and the nature of its use. Therefore consideration should be given to the use of a hard material up to door height levels.

2.14 The use of natural daylight should be maximised where possible. Measures should however be incorporated to avoid overheating and glare to the swimming pools and leisure water, and to ensure privacy.

2.15 The building fabric and services should be cost effective but energy efficient with low maintenance costs and incorporate anti-vandal fittings to public areas.

- 2.16 Services should be economic and environmentally friendly, allowing operational running costs to be minimised. Full life cycle cost analysis will be required when considering the building fabric and services.
- 2.17 The required demand and provision of all statutory services will need to be assessed by the Design Team and the resultant cabling and housings incorporated into the design of the new centre.
- 2.18 Dedicated access is to be provided to all parts of the building that require routine maintenance (such as internal roof areas, the gutters etc.) without the need to hire in access equipment. Ease of maintenance will be an important consideration.
- 2.19 Access for deliveries will need careful consideration given the constrained city centre location.
- 2.20 The Centre is to have wireless data capability to all areas.
- 2.21 Security of the facilities and the users is a key requirement and the Centre is to be 'Secure by Design'.
- 2.22 The design should include for the complete installation of CCTV systems throughout the building and all external areas, with due consideration to privacy and security issues.

## Environment

- 2.23 The Centre should be designed to be sustainable, being considerate of environmental issues such as the use of energy and non-sustainable resources and the control of pollution. Consequently sustainable materials should be utilised in the design and construction of the Centre wherever possible.
- 2.24 The Centre should be designed to take into account the following considerations:

### *Architectural Design*

- Passive Design Solutions – building orientation; heat gain; solar shading; pre-heat air; building massing.

### *Energy / On Site Renewables*

- Energy Supply – Use should be made of the Council's district heating system.

- On Site Generation of Renewable Energy – More than 10% of the Centre's energy requirements should be provided through the on-site regeneration of renewable energy to meet the Council's planning requirements. These could include solar thermal, photovoltaics, ground source heat pumps, water source heat pumps, air source heat pumps, wind turbines, hydro turbines, biomass boilers, combined heat and power systems (CHP, mains gas or renewable), anaerobic digesters, district heating systems. Other new technologies such as fuel cells could be considered.
- Renewable Energy Supply – consider using a sustainable source supply chain wherever external energy is required.
- Reuse - consider rainwater and grey water harvesting.
- Thermal Performance of Envelope – consider air tightness, insulation values, external wall design, etc. to reduce heat loss through the building fabric.
- Heat Loss – consider the use of pool covers to reduce heat loss where possible.
- Carbon Footprint – consider the use of low energy lighting, PIR detection, zoned lighting, energy rating of appliances, secure cycle storage, etc. to reduce the carbon footprint of the operation.

*Materials*

- Green Guide Rating – all materials should be reviewed in accordance with the Green Guide.
- Review recycled content and recyclability of materials and propose where they could be used.
- Materials should be sourced responsibly with FSC (Forest Stewardship Council) certification for timber, local supply chains, etc.

*Water*

- Surface water and rainwater run-off should be reduced by attenuation. Rainwater harvesting and attenuation should be considered.
- External hard landscaped materials should consider the use of Sustainable Urban Drainage Systems (SUDS). The external landscaping design should also give due consideration to attenuation.

*Waste*

- Internal Waste – consideration should be given to how the waste streams in the building can be separated and stored on site once it is operational.

Refer to Coventry City Council's Planning Technical Advice Note: Renewable/Low Carbon Energy Requirement for New Development, February 2012

Note that some of these technologies, such as CHP and biomass may not be required if use is made of the district heating system

SUDS opportunities are likely to be limited due to the constrained nature of the site.

- Construction Waste – the contractor will be required to provide a Construction Waste Plan to demonstrate the management of waste separation and recycling.
- Design Out Waste – consideration should be given to using the Waste and Resources Action Plan (WRAP, [www.wrap.org.uk](http://www.wrap.org.uk)) initiative to aid designing out waste. Further measures should include the use of standard component sizes, pre-fabrication and modular construction.

Refer to the Waste and Resources Action Plan (WRAP, [www.wrap.org.uk](http://www.wrap.org.uk))

## Equality and Race

- 2.25 The Centre should be designed to cater for all age ranges, abilities and races, in accordance with the Equality Act 2012 and the Council's published guidance.

# 3 Facilities

## Reception, Café & Circulation

### Entrance & Reception Area

- 3.1 The main entrance to the Centre should be clearly visible from the main pedestrian and vehicles approaches to the site.
- 3.2 Easy and convenient access should be provided to the centre, to ensure that no temporary ramps or mechanical aids are required. This should be suitable for both abled body persons and people with disabilities.
- 3.3 The entrance to the reception should be through a comfort/draft lobby, created between two pairs of automatic sliding doors, with an effective dirt removing entrance mat.
- 3.4 The entrance foyer should be a light and welcoming foyer that makes good use of natural light and encourages height and open space.
- 3.5 The reception area should provide a focal point for customers entering the building, and consider the means by which customer's access either the wet or dry side facilities.
- 3.6 There should be sufficient space to assist with the management of the significant volumes of people who will be using the centre.
- 3.7 The reception area should create an 'active ambience', perhaps through a view into the swimming pool, the climbing wall or other facilities that can be visually obscured if required.
- 3.8 The reception area should be openly connected with adjacent café facilities and should also have quality vending provision.
- 3.9 Buggy storage, complete with a low fixing rail for security, is to be provided in the reception area.
- 3.10 Sufficient queuing space should be provided between the point of entry and the reception desk based on the estimated number of users. Cross circulation, in front of the reception desk or through queuing areas, should be avoided.
- 3.11 The design of the reception area should provide space for the installation of wall mounted information/ television screens, which will be provided by the operator.

## Reception

- 3.12 The reception counter should be located so that people entering the building can be greeted and monitored both when using the public area and the restricted access areas beyond the barriers/control points.
- 3.13 The reception counter should pay particular attention to detailing and material choice so as to create a professional and welcoming ambience to set the quality standard feel for the remainder of the facility.
- 3.14 The design of the reception counter should incorporate a lower portion for ease of use by members of the public and staff who use wheelchairs.
- 3.15 The design of the reception back counter should be bespoke to meet the design requirements and counter installations (IT; telephony; cash drawers, etc.) of the operator. Suitable and adequate storage is to be provided within the reception area.
- 3.16 Provision of retail facilities are required for the display and sale of sports and associated equipment.
- 3.17 Access to the reception should be through a door not a flap in the reception desk.
- 3.18 The reception desk area should be directly connected to an administration office and a separate secure cash room.
- 3.19 The circulation space beyond the reception area should be controlled using turnstile barriers and/ or swipe card controlled entry booths. The method of operation for these is to be agreed with the operator, but cabling to serve these shall be concealed and run behind or beneath the finishes.
- 3.20 Fast-track swipe card/proximity card turnstiles to speed up access for members.

Currently it is assumed there will be a total of 7Nr. receptionists and 4Nr. computer positions behind the main reception.

## Reception Administration Office

- 3.21 The reception administration facilities should consist of a single open plan office.
- 3.22 The office should be directly accessible from reception through a lockable door and be of sufficient size to accommodate four people along with desks, filing cabinets, a floor mounted day safe and a photocopier.
- 3.23 The office accommodation should be air conditioned / comfort cooled to 20°C – 22°C.
- 3.24 Secure cash room to be accessed directly of the reception administration office.



## IT Server Room

- 3.25 IT Server Room should be provided adjacent to the Reception Administration Office to accommodate the IT, comms equipment, CCTV outpost / controls and head end equipment.
- 3.26 The comms room should be air-conditioned / comfort cooled to 16°C or to the IT consultant recommendations.

This could be located elsewhere in the centre if necessary.

## Café

- 3.27 Café facilities should be openly integrated and accessible from the reception area with segregation of the area being achieved more through circulation and furnishings rather than any physical barrier.
- 3.28 Café to be dual aspect with access on the public side of the turnstiles (dry side) and also from within the pool areas (wet side).
- 3.29 Café facilities should be sized to accommodate 50 Nr. users seated at tables and chairs on both sides, e.g. 100 Nr. in total. This is to be a mix of formal and relaxed seating.
- 3.30 Café to be located such that viewing is available into the pool spaces.
- 3.31 Café should be designed to serve coffee and 'light bites' that require simple preparation and heating only (i.e. soups, panini's, toasted sandwiches, etc.) i.e. those that do not require the provision of any significant bespoke ventilation.
- 3.32 Café to be licenced to serve alcohol.
- 3.33 The design of the front counter should allow for the incorporation of hot and cold food display counters, counter top sandwich/ food server, cash collection and serving space.
- 3.34 The front counter should allow for a lower portion for use by people in wheelchairs.
- 3.35 The back counter should allow for the provision of counter top with sink(s), heating facilities (i.e. for making soups, panini / toasted sandwiches, etc.), and include space for one or two microwaves, an industrial coffee machine, hand washing facilities, storage, under counter refrigerators, dishwasher, and waste disposal.
- 3.36 Café to be comfort cooled
- 3.37 Holding area for refuse/rubbish, wheelie bins, etc. to be located close to the café/preparation area, with suitable access through non-public or public areas (out of hours) to deposit in main refuse area to external compound.

Catering strategy to be confirmed.

Final layout, specification and design for the fit out of the cafe/ servery area will need to be agreed with the operator.

## Public Toilet Provision

- 3.38 Toilet provision is to be provided to serve Café users (dry side).
- 3.39 The number of toilets to be provided should meet the British Standards.
- 3.40 One ambulant cubicle is to be provided in both the male and female toilets.
- 3.41 Baby change facilities to be provided.
- 3.42 Changing Places facility to be provided in close proximity to the Reception and Café.

## Circulation

- 3.43 The design of the Centre should keep circulation space and corridors to a minimum, and be as simple and straightforward as possible with no significant changes of floor levels on each floor.
- 3.44 The circulation design should create a seamless link between the dry side provision and the wet side provision, with clear routes between the two being evident to users. Access to the facilities must be controllable to ensure that customers only have access to the facilities that they have paid for.
- 3.45 Corridor widths to main circulation routes should be maximised to allow two wheelchair users to use the corridor at the same time.
- 3.46 Corridor widths should not to be compromised by any projections such as lockers, radiators or door frames, which should all be accommodated within recesses in the wall line.
- 3.47 All single doors should have a minimum clear width of 800mm and double doors should have a minimum clear width of 1810mm (or leaf and a half) to suit disabled access.
- 3.48 All doors (single or double), where they are required in corridors for fire protection, should be recessed into the wall spaces so as to finish flush with the corridor walls and be held in the 'normally open' position by magnetic release devices.
- 3.49 All corners to corridors and low level finishes should be robust and corner protection provided to minimise damage.
- 3.50 Vertical circulation will be provided via accommodation stairs and escape staircases.
- 3.51 Two suitably sized lifts should be provided to serve the upper floor. These should be evacuation lifts and able to accommodate two wheelchairs at a time. Lifts to be located close to reception and main circulation routes.

Café users on the wet side will use the wet side changing village.

Unisex toilets could be considered.

Based on Sport England guidance.

Based on Sport England guidance. To ensure users are no inconvenience if one of the lifts breaks down. Final size and number to be determined by occupancy modelling.

3.52 Doors to be provided with finger trap protection.

## Wet Side

### Swimming Pools

#### **General Requirements**

- 3.53 The 25m Pool and Leisure Pool are to be divided into two separate environments with a glazed partition, to form acoustic and thermal separation of the spaces.
- 3.54 Careful attention should be given to the avoidance of glare from both sunlight and internal light fittings, along with the control of humidity, air and pool temperatures and comfort levels as recommended by PWTAG.
- 3.55 The pool surrounds shall be designed to avoid contamination of the pool water by water flowing on the floor (e.g. water dripping from the users, floor/gutter washing water, chemicals in washing water) in accordance with BS EN 15288-1:2008 Swimming Pools Part 1, Safety Requirements for Design. This should be achieved by either sloping the pool surround away from the transfer channel or using a double channel.
- 3.56 All weir / deck side gratings should be heavy duty and robust, using contrasting floor tile colours and texture to highlight the pool edges.
- 3.57 The tiling of the pools should conform to industry specifications in relation to the adhesive, recommended bedding requirements and installation of expansion joints.
- 3.58 Tiling, grout and associated fitting should be resistant to industrial cleaning chemicals and processes such as pressure washing in the case of the pool surround areas.
- 3.59 Tiling to the pool basins below the water line should be white, with all tiles in the pool basins to be those specifically manufactured for such a location / use.
- 3.60 All ladders and hand rails should be constructed out of heavy duty plastic or 316 grade stainless steel.
- 3.61 Consideration must be given within the specification of the pool plant, to ensuring that the running and maintenance costs are low and as efficient as possible.
- 3.62 Quality of the water should be controlled by the use of a UV disinfection system to the 25m Pool and an Ozone system to the Leisure Pool.

Need to review access control/measures when payment structures for different pool areas and facilities confirmed.

Different colour tiles could be used to the Leisure Pool, but these should be light in colour.

Pool specialist to set out options for discussion and agreement with the Council and the operator.

- 3.63 Access to the pool plant and all isolation switches and controls should allow for ease of use/maintenance and also allow for the eventual replacement of the largest plant items.
- 3.64 The balance tanks should be located to provide ease of access and maintenance.
- 3.65 The design of lighting and other services within the pool and leisure water areas should allow for installation and maintenance from the pool side without the necessity for access into the pool tanks.
- 3.66 Poolside and changing room services should include taps and low voltage sockets/ outlets for connection of cleaning equipment.
- 3.67 The design should incorporate industry recommended pool alarm facilities for use by lifeguards for use in an emergency situation.
- 3.68 Consideration should be given to the provision of a drowning detection system and underwater CCTV to the two pools with associated underwater lighting and connectivity to the lifeguard chairs.
- 3.69 Allowance should be made for the provision of the appropriate number of lifeguard observation chairs and/or towers to be positioned around the pool areas. There are to be located to maximise the areas viewable to optimise the number of lifeguards.
- 3.70 Reverberation times within the pool areas to be controlled by the use of suitable finishes to ensure that intelligibility of instructions given by the lifeguards or teaching staff is not compromised, and should be between 1.5 and 2.0 seconds at 500Hz.
- 3.71 The pools should incorporate large external doors to provide access for large pieces of equipment.

Exact requirements to be agreed with operator.

Refer to Appendix 3 Acoustics of Sport England's Swimming Pool Design Guidance Note.

**25m Pool**

- 3.72 The 25m pool will be suitable for the following user groups:
  - Recreational swimmers
  - Health and fitness members
  - Children's swimming parties
  - School classes
  - Learner swimmers
  - Club swimmers (for training)
  - Sub-aqua training
  - People / groups of people with disabilities
  - Older people
  - Single sex groups
  - Ethnic groups

This is not a competition pool nor will it accommodate diving, advanced synchronised swimming or advanced sub-aqua training, all of which require a deeper pool.

<p>3.73 The main pool should be a 25m x 6-lane tank with dimensions that are 25.02m x 13.00m. The pool will have a fixed profile (running shallow to deep end) of: 1.0m depth at the shallow end for a distance of 6.01m; 17m @1:17 gradient to a depth of 2.0m; and 2.01m @1:10 to a final depth of 1.8m.</p>	<p>Refer to current Sport England 'Swimming Pools' Design Guidance Note.</p>
<p>3.74 It should be assumed that the pool capacity will be in the region of 108 persons. Bather load should be determined using the PWTAG guidelines.</p>	<p>Based on the Sport England guidelines of 3m<sup>2</sup> per person.</p>
<p>3.75 The dimensions of the poolside surrounds should be:</p> <ul style="list-style-type: none"> <li>• 3m at sides and entrance wall to pool</li> <li>• 2m at turn-end</li> <li>• 2m at start end</li> </ul>	
<p>3.76 The pool water should have the capacity to be heated to 30°C, but will normally operate at a range of 28°C – 29°C.</p>	<p>30°C recommended for babies and disabled people</p>
<p>3.77 The space heating and humidity control for the pool hall should have the capacity to heat to a temperature 1°C – 2°C higher than the pool water temperature.</p>	
<p>3.78 Electrically assisted permanent pool cover is required for the 25m pool and provision should be made for this to be stored at high-level.</p>	
<p>3.79 The line markings and distance markers on the pool floor should be tiled in a contrasting colour.</p>	
<p>3.80 The deep water level will be marked at 1.2m by a conspicuous band of tiles down the walls and across the floor of the pool tank.</p>	
<p>3.81 Access to the pool should be via wall ladders and hand railings, submersible platform lift and easy access steps, all of which are to be recessed into the pool walls without any projections into the pool basin, so that entry into the pool is away from the water.</p>	
<p>3.82 Disabled access to the pool to be via a submersible platform lift at the shallow end of the pool, formed as an extended recess to side of the pool basin (e.g. not at the ends) and located adjacent to one set of easy access steps.</p>	
<p>3.83 Submersible platform lift and easy access steps to be located on one of the sides at the shallow end of the pool (not on the pool ends themselves).</p>	
<p>3.84 An accessible hoist and trackway will be provided to the pool from a discrete changing area. The exact location of this shall be discussed and agreed with the operator.</p>	
<p>3.85 The pool surround distances should be maintained around the perimeter of the overall pool tank.</p>	
<p>3.86 Poolside fittings for two fixed hoist locations should be provided for use by manual hoists in case of a mechanical failure to the submersible platform lift.</p>	

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|---|--|
| 3.87 Other pool fixings should include lane anchors at either end of the pool for all lanes, along with poolside fixings for back stroke and false start markers, etc.  |  |
| 3.88 Combined analogue/second (lap) clock required at both ends of the pool.  | Electronic touch pad timing not required   |
| 3.89 Informal pool seating should be provided on poolside at deck level, with a minimum of 80Nr positions. Such seating should be bench designed with hinged tops to allow for local storage of floats, arm bands and other teaching aids. This should not reduce the width of the pool surround width. |  |
| 3.90 Provision should be made for an integrated acoustic / music / PA system for 'AquaFit' classes and other sessions.  |  |
| 3.91 Electrically operated blinds/shutter to be provided to any windows to create complete privacy to the 25m pool.   | This is not required to the Leisure Pool, although direct views from outside to be restricted. |

**Leisure Pool**

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|---|--|
| 3.92 A new 1,500m <sup>2</sup> (minimum) destination 'water experience' should be provided. This will have fun and innovative water facilities that will create a unique offer and draw people to the Centre.   | The final brief and facilities to be incorporated shall be developed and agreed with the Council and the operator.<br><br>The design needs to strike a balance between bather loads and queue times. |
| 3.93 Listed below are some initial thoughts as to what could be incorporated in the Leisure Pool:   |  |
| <ul style="list-style-type: none"> <li>• A range of features that would appeal to a broad range of users in relation to age, ability and water confidence – including various depths of water and challenge of the features themselves.</li> <li>• A number (2-3) 'drawcard' facilities that would be the features most likely attract the sub-regional / regional usage.</li> <li>• The ability to segregate areas of usage at different times and for different abilities (i.e. slides could be segregated for access within a tower whereby difficulty increased upwards and could therefore allow for 'shut down' segregation through the stairwell heading up the tower).</li> <li>• The volume of space that would be available not just at floor level, but within the proposed height of the building, should encourage a 'multi-level' approach within the hall – creating beaches and access to features at a whole range of different levels.</li> <li>• Genuine and innovative consideration for use by disabled participants.</li> </ul> | Features to be designed for a two hour experience, rather than a full day experience.  |

- Innovative use of features and water space to deliver multi functionality (wherever possible) within single features. For example slide catchment areas being capable of use for mother and baby teaching sessions.
- Features, layout and circulation design would be required to meet high volume use / participation as opposed to specialist participation where relatively few people would enjoy access at any one time.
- The features would need to be principally contained inside (particularly where they are facing the spire) but could include some outdoor aspects if only within the overall envelope design (i.e. by creating central atriums etc.?).
- Consideration of future life cycling / commercial replacement of features in cycles that would justify new and more modern rides to sustain the commercial demands of the financial modelling.
- The ability to theme the water park innovatively and with appeal that would add to the sub-regional / regional significance.

3.94 Features could include:

- Interesting/free form pool shapes.
- Varying water depths, with extensive shallow or beach areas.
- Wave pools and surfing pools.
- Water slides and flumes
- Lazy rivers
- Falling rapids (with rubber rings).
- Fast moving water e.g. rapids, whirlpools.
- Warm spa pools.
- Water features, e.g. water jets and canon, geysers, water sprays, rain showers.
- Children's wet play equipment, e.g. small slides, pirate ships, mushrooms, kinky snake, etc.
- Feature lighting and sound, to introduce a more theatrical environment.
- Use of colour, shapes, internal planting, exciting design.
- Theming, to increase excitement and appeal.

3.95 The following needs to be confirmed by the specialist pool consultant in conjunction with the agreement of the feature mix:

Consider possible outdoor features to add interest. This could include 'open air' features or slides/rides which go beyond the external envelope.

- Ride and queue times.
- Bather load.
- Minimum pool surround dimensions.
- Access arrangements.
- Movement of equipment required for the ride, e.g. transporting rings, mats, etc. from the bottom to the top of the ride.
- Provisions for people with disabilities.
- Lifeguard requirements and positions.
- Storage.
- Pool fixing, ropes, etc.
- Water temperature.
- Pool hall air temperature.
- Lighting.
- PA and music systems.
- Clocks.

### ***Pool Storage and Cleaners Stores***

- 3.96 Pool storage and cleaners store accessed off of the pool surround.
- 3.97 Sufficient pool storage and cleaners stores to be provided to all pool areas.
- 3.98 The pool store should have the capacity to store all pool non-fixed equipment e.g. lane ropes, pool vacuum, inflatables and fun kids session equipment, access equipment for people with disabilities, floats, etc.
- 3.99 Store to be tiled with drainage.
- 3.100 Double width access doors to be provide at either end of the store to allow for easy access.

This is no storage/access required for canoes or sub-aqua equipment

### **Wet Side Changing**

#### ***General***

- 3.101 The design of the wet side changing facilities should include the following:



- Communal unisex 'changing village', capable of subdivision into dedicated zones for male and female use.
- Single sex changing rooms.
- Group changing rooms.
- Assisted changing rooms.
- A 'Changing Places' facility.
- Male and Female toilets, including provision for people with disabilities.
- Pre / post shower provision.
- Buggy storage area, complete with low fixing rail for security.

Separation of users of different areas to be considered.

3.102 The wet side changing should give detailed and appropriate consideration to the circulation through the changing area, toilets, wash basin, pre/post swim showering and access to poolside.

3.103 The entrance to the wet side changing area should be through two pairs of double doors controlled either manually or by press plate control for disabled users.

3.104 Views into the changing village from the pools should be maximised if possible to assist with the management and security of this area.

3.105 Fixed seating should be provided to allow people to remove/put on their shoes at the entrance to the wet side changing.

3.106 The floor finishes to all wet side changing areas should be designed to be consistent with the pool surround area, in that they should be tiled to a suitable specification for this area and resistant to continual cleaning with pressure washers.

3.107 Services to the area should include taps and low voltage sockets that are suitable for connection of cleaning equipment.

3.108 Separate entrance(s) to poolside should be provided to the 25m pool and Leisure Pool. The entrance shall be at the shallow end of the 25m pool and shallow water space to the Leisure Pool. A safety barrier shall also be provided at the entrance to prevent people falling into the pool.

3.109 Suitable doors/security shutters/gates should be fitted between the changing area and poolside to prevent unauthorised access to the pool hall when not in use.

3.110 Lockers, cubicles, vanity units and panels to be heavy duty and constructed from solid grade laminate with an impervious plinth / pilaster base.

3.111 All doors and frames to wet areas should use proprietary glass reinforced polyester (GRP) encapsulated non-timber cored doorsets. Hinges and screw fixings should be stainless steel or powder coated.

3.112 Underfloor heating to all wet side changing areas.

### **Wet Side Changing**

3.113 The wet side changing area should be designed with a unisex 'village changing' and single sex changing rooms.

3.114 The village changing should be capable into subdivision into dedicated zones for male and female use for particular programme sessions.

3.115 The number of changing spaces (benches and hooks), locker provision and sanitary ware should be based on 'Standard Method' of changing room calculation contained in Sport England's Swimming Pool Design Guidance Note.

3.116 The changing cubicles should include a mixture of single, double and four person family / disabled cubicles. All cubicles should incorporate the appropriate provision of fixed bench seating, clothes hooks and privacy bars.

3.117 Hooks should also be provided either in the corridor leading to the pool from the changing area or close to the showers to enable swimmers to store their towels off of the floor.

3.118 The wet side changing should incorporate vanity/grooming stations to include robust and secured hair dryers, a shelf at least 300mm deep, well lit mirrors and a lowered area with facilities for use by wheelchair users. Vanity/grooming areas should be spacious enough to prevent congestion and for use by wheelchair users.

3.119 The changing village should incorporate all of the lockers for the wet side.

3.120 The lockers provided should be of various sizes to facilitate all users groups, including disabled users who may need to store artificial limbs or equipment.

3.121 All lockers should be industry specified for use within a wet environment and should be secured through a coin deposit mechanism, with the key being retained by the bather by means of a rubber wrist band.

3.122 Baby changing facilities should be provided.

### **Group Changing Rooms**

3.123 Four group changing rooms should be provided to accommodate 15Nr. people per changing room, for use by school groups, single sex changing and other groups.

This should be taken as the maximum requirement and could be reduced based on the Design Team's experience at other centres and through discussion and agreement with the operator.

Coin or electronic operation to be confirmed.

- 3.124 Benches to be cantilevered to allow easy cleaning of the floor.
- 3.125 Dedicated shower provision to be provided to each Group Changing Room.

### ***Assisted Changing***

- 3.126 Minimum of two assisted changing rooms should be provided in the wet side.
- 3.127 The assisted changing rooms should be located adjacent to the group / team changing rooms and of sufficient size as to accommodate wheelchair turning space along with the necessary fittings.
- 3.128 The fittings to the assisted changing room should include a changing bed, hoist, toilet and flexi shower fitted to the wall along with a fixed / foldable shower chair.
- 3.129 One Changing Places facility is to be provided including all fixtures and fittings as outlined on the Changing Places website, [www.changing-places.org](http://www.changing-places.org). This is in addition to the Changing Places facility off the Reception and Café area.

Refer to Changing Places website for standards [http://www.changing-places.org/install\\_a\\_toilet/design/changing\\_places\\_standards.asp](http://www.changing-places.org/install_a_toilet/design/changing_places_standards.asp)  
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### ***Toilet and Shower Provision***

- 3.130 Separate male and female toilet facilities should be located with direct access from the changing area and should include immediately adjacent handwash basins with the provision of low level basins for disabled users and children.
- 3.131 Toilets should be located in a prominent position on the access route to the pool.
- 3.132 The pre / post swim showers should be a mixture of communal showering and private cubicles and should be located as the last point of entry onto poolside / exit from poolside.
- 3.133 The pre / post swim showers should include a mixture of fixed shower heads with one fixed flexi shower head and fixed foldable shower chair in both the communal area and one of the private cubicles.
- 3.134 Private shower facilities are also to be provided in the single sex changing.
- 3.135 Showers should be planned without thresholds and use appropriate falls and water drainage channels to remove water.

### ***First Aid Room***

- 3.136 The wet side first aid facilities should be positioned in a room that has direct access from the Leisure Pool and direct access to the exterior for use by the ambulance services.

- 3.137 The room should be sufficiently sized to accommodate a medical bed / stretcher trolley with access to all sides, stretcher, chair, sink, lockable wall cupboard, general storage facilities and resuscitation equipment. In addition the room must allow for manoeuvrability of a portable hoist as well as stretcher beds that may need to be used by the ambulance services.
- 3.138 Doorways should provide a minimum clear width of 1.1m and be positioned to allow stretcher access.
- 3.139 The temperature of the room should be set and maintained taking into consideration the need to care for swimmers taken directly from the pools.

## Dry Side

### Fitness Suite

- 3.140 The Fitness Suite should provide an area sized for 85 individual workstations.
- 3.141 Dedicated areas for free weights and stretching. Free weights are to be carefully positioned to avoid been located above sensitive/quiet spaces below. Structure and floor to be acoustically separated to prevent vibration transfer. Floor build-up to be reinforced to cope with weights being dropped.
- 3.142 To be fully accessible to people with disabilities, and be capable of meeting the requirements of the IFI Mark.
- 3.143 Room should provide 4m clear headroom and wall mirrors are to be provided up to 2.4m on the walls adjacent to the free weights and stretching areas.
- 3.144 The Fitness Suite should have a suitably sized reception point by the entrance, with a desk and services for use by staff.
- 3.145 50 valuables lockers (coin deposit) are to be provided either in the Fitness Suite by the reception point or nearby.
- 3.146 The room is to be cooled to 18°C and have a minimum air change rate of 20 litres/sec/person.
- 3.147 Natural light should be maximised and views of the fitness suite externally and from the front entrance are encouraged to provide a 'shop window' effect.
- 3.148 A private consultation room 8m<sup>2</sup> should be provided adjacent to the reception area.
- 3.149 The Fitness Suite is to be provided with TV points to suit the client's requirements and the setting out of the fitness equipment.
- 3.150 Floor boxes to be provided for power and data to provide a flexible, rewirable space to suit alternative equipment layouts.

Assume 5m<sup>2</sup> per workstation as per Sport England Guidance

For further information on the IFI Mark refer to [http://www.efds.co.uk/inclusive\\_fitness/the\\_ifi\\_mark](http://www.efds.co.uk/inclusive_fitness/the_ifi_mark)

Numbers to be confirmed

3.151 Floor mounted chilled water drinking fountains should be provided in the space. The fountain should be suitable for both drinking out of and filling bottles. A wall mounted paper towel dispenser should be provided alongside the fountain.

Numbers to be confirmed

### **Activity Studio**

3.152 The Activity Studio should be sized for 40 users.

3.153 The space is to be column free and 4.0m in height.

No specific martial art use requirement.

3.154 The space is to be sub-dividable into two separate rooms, using an acoustic moveable partition.

3.155 The studio should have a timber floor that meets BSEN 14904.

3.156 50% of the perimeter walls are to have wall mirrors to 2.4m height with ballet bar.

3.157 Natural light into the space should be maximised and lighting levels should be variable from 100 to 300 lux at floor level to facilitate relaxation classes as well as classes using equipment.

3.158 The room is to be cooled to 18°C, with a minimum 20 litres/sec/person fresh air based on peak occupancy.

3.159 Heating and ventilation systems need to be acoustically controlled to minimize interference with quiet uses, such as yoga.

3.160 The room should have high performance music speakers that are fed from a mobile rack, housed in the adjacent store. The rack should have inputs for a roving microphone, CDs and an Ipod which are accessible from within the room.

### **Activity Studio Store**

3.161 A store of 10% of the studio area should be provided that is accessed directly from the Activity Studio.

### **Spin Studio**

3.162 A spin studio to house minimum 20 bikes is to be provided.

3.163 The studio is to have music and lighting systems that can provide high intensity spin class experiences.

3.164 Studio to have high levels of acoustic separation from the surrounding spaces (including the floors above and below) to prevent breakout noise and disturbing other users/activities.

## **Squash Courts**

- 3.165 2Nr. squash courts to be provided. To be 'black box with glass backs' with no natural light, except possible transmission at high level from viewing to corridor.
- 3.166 Moveable wall to be provided to allow squash courts to be combined to create large dance studio.
- 3.167 Viewing to be provided at first floor level from the corridor for general spectator viewing and refereeing

Glass backs will not be acceptable if the courts back directly onto a main circulation corridor.

## **Dry Side Changing**

### ***General Requirements***

- 3.168 The dry side changing should give detailed and appropriate consideration to the circulation through the changing area, toilets, wash basin, showering and access to the various dry side facilities.
- 3.169 The entrance to the dry side changing area should be through a lobby arrangement, and be designed to avoid sight lines from corridors or lobbies.
- 3.170 Services to the area should include taps and low voltage sockets for connection to cleaning equipment.
- 3.171 Lockers, cubicles, vanity units and panels to be heavy duty and constructed from solid grade laminate with an impervious plinth / pilaster base.
- 3.172 Acoustics must be controlled between the changing areas and they should take account of 'cross talk.'
- 3.173 All showers should be drained to a slot drain that runs the length of the shower area. The floors are to be laid to fall to the drains.

### ***Male and Female Changing***

- 3.174 The changing rooms should be sized as per Sport England recommendations.
- 3.175 The dry side changing should incorporate vanity/grooming stations to include robust and secured hair dryers, a shelf at least 300mm deep, well lit mirrors and a lowered area with facilities for use by wheelchair users. Vanity/grooming areas should be spacious enough to prevent congestion and for use by wheelchair users.
- 3.176 Lockers are to be provided within the changing rooms.

Some lockers to be provided to the corridors as well for people who don't use the changing rooms

- 3.177 The lockers provided should be of various sizes to facilitate all user groups, including disabled users who may need to store artificial limbs or equipment.
- 3.178 All lockers should be secured through a coin deposit mechanism, with the key being retained by means of a rubber wrist band.
- 3.179 Each changing station is to be 500mm wide and be provided with two single hooks.
- 3.180 Small number of individual changing cubicles and showers to be provided.
- 3.181 Lighting to the changing rooms is to be switched by PIRs.
- 3.182 Ratio to be 50% male, 50% female.
- 3.183 To be located in close proximity to the Fitness Suite and Activity Studios, although direct access is not essential.

Coin or electronic operation to be confirmed.

### ***Toilet and Shower Provision***

- 3.184 The toilet provision for male and female changing should be provided out of the changing area, located off a communal lobby and be designed to avoid sight lines from lobbies.
- 3.185 The number of toilets to be provided should meet the British Standards.
- 3.186 Ambulant and accessible cubicles should be provided in both the male and female toilets to meet British standards.
- 3.187 The number of showers to be provided should be a minimum of 1 per 6 changing spaces, based on Sport England recommendations.
- 3.188 Each shower room is to have an ambulant position with a drop down seat, a shower head on a flexible hose and grab rails.
- 3.189 Baby changing facilities should be provided.

### ***Assisted Changing Rooms***

- 3.190 Two assisted changing facilities should be provided on the dry side. One of these should be compliant with the 'Changing Places' requirements.
- 3.191 The assisted changing facilities should be located in the lobby areas so that they can be used by either sex. They must be of sufficient size as to accommodate wheelchair turning space along with the necessary fittings.
- 3.192 The assisted changing rooms should include a toilet and flexi shower fitted to the wall along with a fixed / foldable shower chair.

3.193 Accessible lockers to be located directly outside the changing rooms.

## **Day Spa**

3.194 Standalone 700m<sup>2</sup> destination Day Spa facility.

3.195 Area to be acoustically and thermally insulated from the surrounding areas with differing uses, particularly around 'wet' facilities, such as spa pools, saunas, steam rooms, etc.

3.196 All activities to be accessible by wheelchair users.

3.197 Dedicated manager's office, store and staff room (including changing room).

3.198 Underfloor heating to any wet areas, including changing rooms.

3.199 Male, female and accessible changing rooms and toilets including locker/bench area, showers and toilets. These are to be dedicated to the Day Spa.

3.200 Laundry/cleaners store.

3.201 Reception including desk, merchandising area and waiting/seating area.

3.202 Theming, decoration, lighting, sounds, music, ambience, etc. of the Day Spa should be carefully considered to make it a relaxing exclusive spa experience.

3.203 Consider the provision of an area overlooking the Leisure Pool for break out, relaxation, etc.

3.204 Spa treatments/facilities could include (but not be limited to):

- Café area, including servery and seating area, in close proximity to the reception and the treatment rooms.
- Relaxation lounge.
- Nail bar and pedicure.
- Treatment rooms, with internal shower areas. To be a mixture of single and two person treatments.
- Built in heated beds/benches (ideally using under floor heating system) in Tepidarium area.
- Aroma steam room.

Brief for Day Spa needs to be worked up in conjunction with spa specialist.

Location of the Day Spa need careful consideration, e.g. does it link to the wet side facilities or is it a standalone facility.

For comparison purposes, the day spa at Westminster Lodge Leisure Centre in St Albans is 600m<sup>2</sup> over two floors.

Final facilities to be confirmed in conjunction with spa specialist



- Hot rooms including Laconium and Calderium.
- Sauna (various types available).
- Monsoon showers.
- 1No or bucket shower.
- Rasul mud treatment chambers, including rain-like shower and kneipp hoses.
- Ice fountain.
- Dedicated swimming pool
- Walk-in Hydro Spa Pool, including button operated water/pummel jets, nozzles, etc. (located above and below the water line), jacuzzi, whirlpool, etc.

## Crèche

- 3.205 The design should incorporate a Crèche for 25 children and should be suitably designed for OFSTED registration and meet the National Standards for Crèches 2001 (The Child Minding and Day care Regulations)
- 3.206 A separate soft play space is to be provided in close proximity to the crèche. Dimensions for the structure are to be agreed with a specialist manufacturer during design and development.
- 3.207 The Crèche should have unisex toilets accessed directly from the Crèche, suitable for use by children, including nappy changing facilities.
- 3.208 Adjacent to the toilets should be a wash up room including a sink, drainer and worktop, along with a general store room.
- 3.209 The Crèche should be located by the Café on the ground floor, on an exit route from the building.
- 3.210 The Crèche should have a secure external Crèche yard with direct access from the Crèche. The yard is to be screened off with hit and miss fencing made from planed and sanded hardwood, and the flooring should be rubberised. Drainage should be provided to the yard for wash down purposes.

## Climbing Wall

- 3.211 12m high climbing wall with variety of routes from beginner to expert level.
- 3.212 Bouldering area to be provided next to climbing wall with crash mats to allow introduction to climbing.
- 3.213 Floor to be fitted with anchors for each section of wall.

If sufficient space.

- 3.214 Area to be capable of being secured with screening or barriers to prevent unauthorised use.
- 3.215 The area around the climbing wall should include resting areas and space for climbers to leave kit whilst climbing. Sufficient space should also be provided for staff to brief lessons/groups of climbers.
- 3.216 Dedicated storage to be provided within the user/spectator benching within the climbing wall area.

### **Staff Room and Changing**

- 3.217 The staff are to be provided with a dedicated staff room that they can use on their breaks, to eat meals and to relax. This is to be independent from public facilities, easily accessible and located so that staff can respond quickly in an emergency.
- 3.218 The space should provide a mixture of formal and informal seating at any one time for 10 people. The space should include a tea point, sink/drainage, cupboards, microwave, fridge and worktop space.
- 3.219 Male and female changing rooms, including bench seating, lockers, and individual shower cubicles. Dedicated accessible changing provision should also be provided.

### **Ancillary Accommodation**

#### **Storage**

- 3.220 The design should ensure that there is adequate storage provision throughout the Centre.

#### **Cleaners Stores**

- 3.221 The design should ensure that there are adequate and appropriately located cleaning stores
- 3.222 Materials used within the Cleaners Store should be durable and resistant to impact damage. The floor should be non-slip when wet.
- 3.223 Each Cleaners Store should include storage space for supplies and equipment, Belfast Sink, water supply and drainage.

#### **Plant Rooms**

- 3.224 Plant space is to be sufficiently sized and located to meet the building service requirements.
- 3.225 Location of the plant rooms and the access arrangements should consider:

- Proximity to spaces to be serviced from the plant room.
- Integration with other elements of the building plant.
- Plant layout for maintenance and operational ease.
- Eventual replacement of the largest pieces of plant.
- Drainage locations.
- Electric, gas, water and IT/comms intake locations.
- Access for chemical deliveries.

## Refuse Storage

3.226 Refuse storage/bin storage to be sufficiently sized on the assumption there are two collections per week. This should be external to the building and consider potential fire risk.

3.227 To be provided in a position that allows for easy use, whilst also providing easy access for refuse collection. The area should be located on the public side of any security lines, to facilitate collections outside work hours.

## Electric sub-station

3.228 Location of the sub-station to be agreed with local electric company.

Ideally this will be incorporated into the building rather than a standalone facility.

## External Areas

### Vehicle Access, Parking & Lighting

3.229 No parking to be provided on site.

There is parking locally to the Centre in the city centre.

3.230 Cycle parking should be provided within close proximity to the reception area. This should be under cover and a mixture of hoops and lockers.

Final numbers to be confirmed by highways engineer.

3.231 Emergency vehicle access to be provided to the perimeter of the centre.

3.232 Access for the delivery of goods including café deliveries will be required.

3.233 The design should incorporate the installation of footpaths to the external perimeter of the building.

3.234 The design should include the provision of external illuminated signage to the front of the building and roadside.

### External Landscaping

3.235 All external areas should be landscaped to complement and enhance the existing environment.

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# Appendix B

## Risk Register

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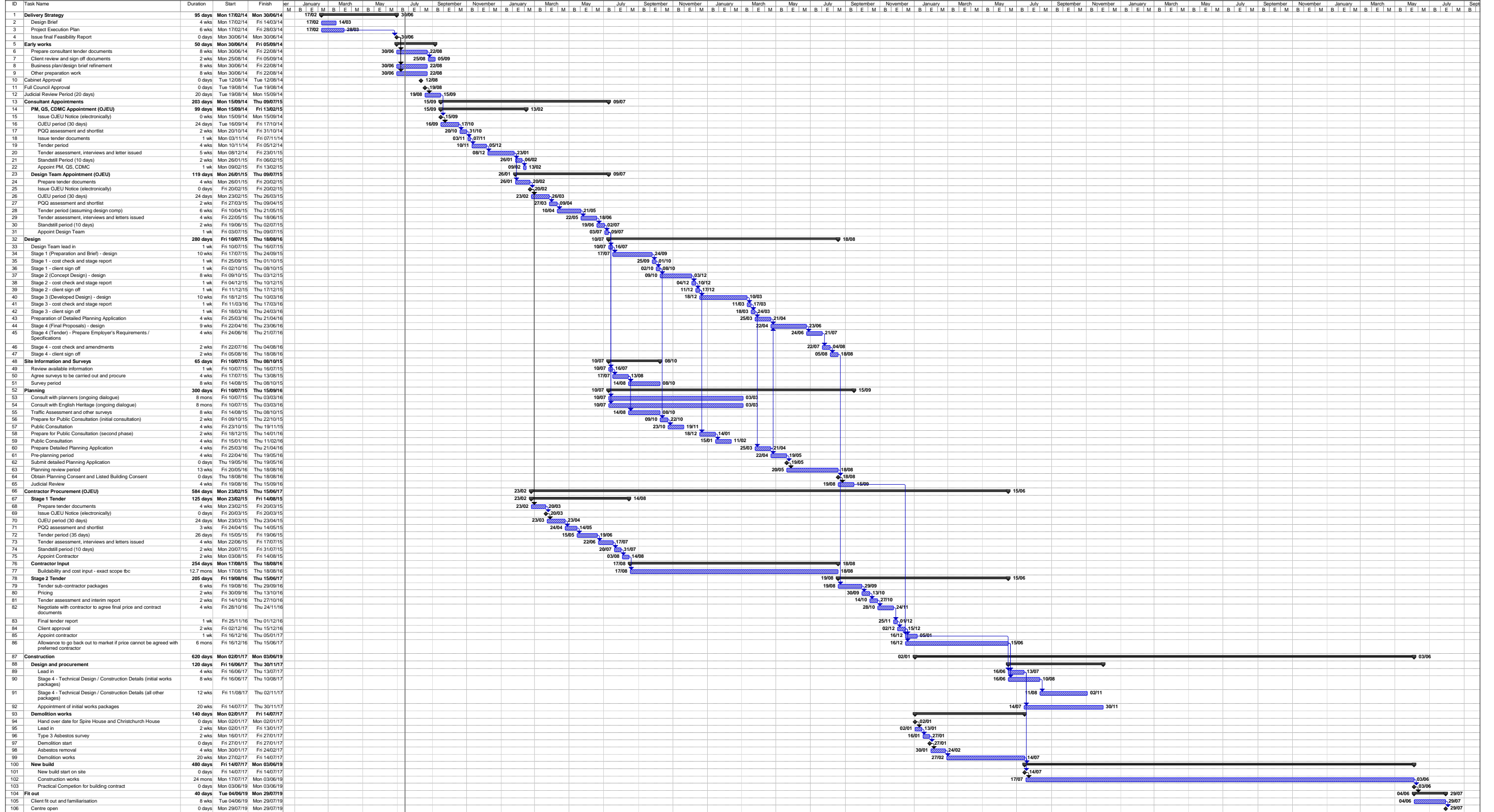


# Appendix C

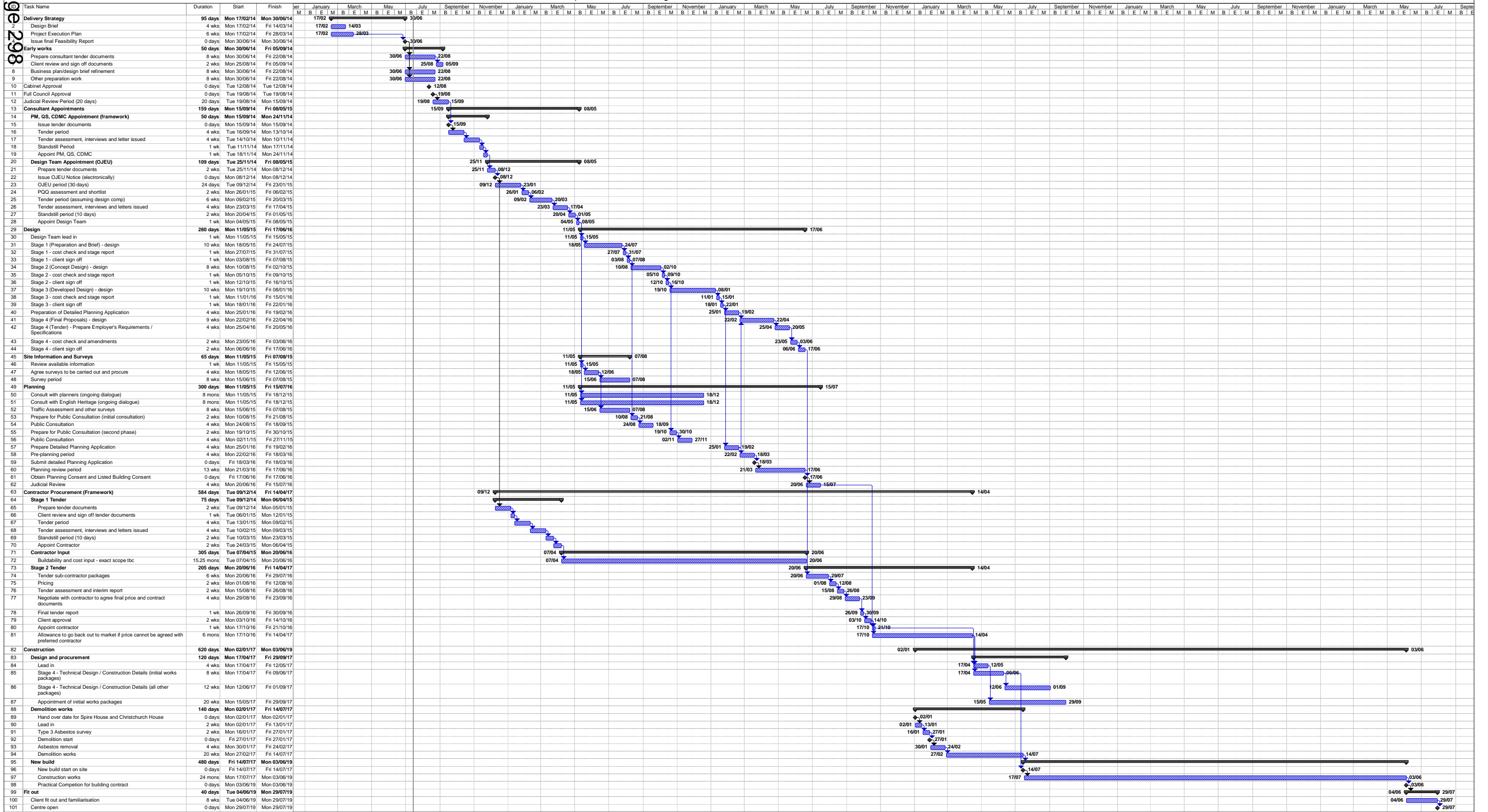
## Programme



New Destination Leisure Facility for Coventry  
Outline Programme  
Option 1 - OJEU Contractor, PM/QS/CDM/Consultant, Design Team



New Destination Leisure Facility for Coventry  
Outline Programme  
Option 2 - OJEU Design Team, Framework for PM/QS/CDMC and Contractor



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Coventry City Council

Coventry Leisure Water

Option 8 Proposals  
Cost Report

**COVENTRY CITY COUNCIL**  
**COVENTRY LEISURE WATER**  
**COST REPORT – OPTION 8 PROPOSALS**

**CONTENTS**

1.00	-	Introduction
2.00	-	Option 8 Proposals
3.00	-	Area Calculations
4.00	-	Basis of Costings and Cost Commentary
5.00	-	Assumption/Clarifications
6.00	-	Cost Summary Option 8
Appendix A		Proposed Drawings Option 8a, 8b 8c and 8d

**1.00 Introduction**

- .01 Appleyard & Trew LLP were commissioned as part of the Deloitte Real Estate Team (DRE) in 2013 (on behalf of Coventry City Council) to prepare high level budget costs associated with the Options Appraisal Document in relation to City Centre Sports and Public Leisure provision within Coventry.
- .02 The current leisure provision within the city centre is provided at Coventry Sports and Leisure Centre at Fairfax Street which contains a 50m pool and an adjoining five storey dry sports centre. The Options considered ranged from retaining and modernising the existing facility to providing a new leisure provision elsewhere with in the City Centre.
- .03 A Cost Report was issued in November 2013 which detailed all the options for the future City Centre Leisure Provision considered at that time, together and the associated construction costs of each.
- .04 The proposed Option (Option 6b – New Build Leisure Centre with Water Park on new city centre site) formed the basis of Coventry City Councils Sports Strategy document published in February 2014.
- .05 In response of a number of concerns and enquiries raised in respect of the non provision of a 50m pool facility with the preferred option, Appleyard & Trew as part of the DRE Team have been employed to cost model a number of further Options to provide a 50m pool on the proposed city centre site. These are known as Option 8 Proposals and are described in more detail in Section 2.00.

## 2.00 Option 8 Proposals

.01 The options considered as part of this report and referred to as the Option 8 proposals include the following wetside variants:

Option 8a comprises:

- 50m pool
- Spectator seating to accommodate 1000 spectators
- Changing facilities to suit
- Provision of 2nr. booms within the 50m pool
- Provision of moveable floor to circa half the 50m pool
- Facilities common to all options (see 2.02)

NB: The climbing provision is retained within this option.

Option 8b comprises:

- 50m pool
- 20m warm up pool
- Spectator seating to accommodate 1000 spectators
- Changing facilities to suit
- Provision of 2nr. booms within the 50m pool
- Provision of moveable floor to circa half the 50m pool
- Facilities common to all options (see 2.02)

NB: The climbing provision is omitted within this option due to space constraints.

Option 8c comprises:

- 50m pool
- Splash pool (circa 500m<sup>2</sup>)
- Spectator seating to accommodate 500 spectators
- Allowance for features to splash pool
- Changing facilities to suit
- Provision of 2nr. booms within 50m pool
- Provision of moveable floor to circa half the 50m pool
- Facilities common to all options (see 2.02)

NB: The climbing provision is omitted in this option due to space constraints.

## 2.00 Option 8 Proposals (contd)

Option 8d comprises:

- 50m pool
- Full diving facilities from 1m springboard to 10m platform
- 20m warm up pool
- Spectator seating to accommodate 1000 spectators
- Changing facilities
- Provision of 2nr. booms within 50m pool
- Provision of moveable floor to circa 1/3<sup>rd</sup> of the 50m pool
- Facilities common to all options (see 2.02)

NB: The climbing provision is omitted in this option due to space constraints.

.02 The following facilities are common to all the Options referred to above. The actual areas vary dependant on the building layouts:

- Health Suite
- Gym and dryside change
- Cafe/Reception/Admin
- Activity Studios
- Squash Court (2nr.)
- Circulation/Plant etc

.03 Copies of the proposed building layouts for each of the above options in the massing study are included with Appendix A to this Report.



**3.00 Area Calculations**

.01 The area calculations used in the preparation of the report are based on area schedules provided by Design Cubed (Architects) in response to the requirements to each Option.

.02 In summary the area calculations for each Option are as follows:-

Option 8a - 6,531m<sup>2</sup>

Option 8b - 6,929m<sup>2</sup>

Option 8c - 6,515m<sup>2</sup>

Option 8d - 7,123m<sup>2</sup>

**4.00 Basis of Costings and Cost Commentary**

.01 The budget costs have been prepared by Appleyard & Trew LLP based on experience of the leisure industry and benchmarking data obtained from other projects and in line with the costings utilised in the High Level Options Appraisal for City Centre Public Leisure Provision.

.02 The cost category headings identified within Section 6.00 for each of the options should be read in conjunction with the following commentary:

**Remove/Demolish Existing/Prepare Site**

Costs have been included for the Option 8 proposals based upon the demolition of the Christchurch House and Spire House; these are consistent with the Option 6 costings. It should be noted that no costs are included to deal with or demolish the existing city centre leisure buildings (on Fairfax Street).

**Building Costs**

The Building Costs for the Option 8 proposals have been calculated based upon the following:-

- Area schedules provided by Design Cubed Architects for each of the options.
- Cost/m<sup>2</sup> allowances are applied based upon Appleyard & Trew's benchmarked cost data for previous new build leisure projects which are updated for:-
  - Inflation updated to November 2013 rates (4<sup>th</sup> Quarter 2013) to be consistent with previous reports
  - City centre location of proposed facility
  - "Iconic" design of new facility
- Abnormal costs are then added to the total building costs for items/feature considered in addition to the updated cost/m<sup>2</sup> allowances.

**External Works/Drainage/Incoming Services**

Allowance for general site works etc have been enhanced from the previous Option 6 allowances for the necessity to realign part of the existing roads/footpaths due to the enlarged ground floor footprint required to accommodate the 50m pool option.

**4.00 Basis of Costings and Cost Commentary (contd)****Inflation**

No allowance is currently shown for inflation. Costings are calculated as of November 2013 rates (4<sup>th</sup> Quarter 2013) to be consistent with previous reports. We would again highlight that the construction costs have been significantly "depressed" for the last 5/6 years resulting in very competitive rates for labour/materials etc, and even deflation. However, recent increases in UK Construction activity levels are widely forecast to continue over the next few years, leading to capacity issues of supply and demand. Current industry forecast of construction cost inflation indicate this rising above the level of general inflation over the medium term. This should be viewed as a significant risk which will need to be managed accordingly.

**Professional Fees**

Professional fees have been included at 12% based upon the size and value of the Option 8 proposals. This percentage is consistent with the previous Option 6 fee percentage.

**Client FF&E (Loose Furniture/Equipment)**

Allowances have been calculated on a project specific basis which takes into account the following:

- a) The nature and size of the facility e.g. wet/dry or combined and likely FF&E requirements.
- b) Experience of client FF&E costs from recently completed public sector leisure centres.

**Client Contingency/Risk Management**

Contingency/risk is included at 10% which is consistent with the risk proposals included within the previous Option 6 new build proposals.

**VAT**

Assumed either not paid or any VAT paid is reclaimable.

**5.00 Assumptions/Clarifications**

- .01 The following assumptions/clarifications should be read in conjunction with this Cost Report:
- 1) Building costs calculated on basis of A&T benchmarked data and adjusted for specific site anomalies.
  - 2) External works/drainage/incoming services based on site specific info or previously completed schemes.
  - 3) No inflation included consistent with previous cost reports.
  - 4) Professional fees generally included at 12% consistent with percentages included in the November 2013 Cost Report for new build.
  - 5) New build rates inflated to account for city centre and iconic status.
  - 6) Client FF&E allowance varies depending on type of facility e.g. wet/dry/mixed.
  - 7) Risk included at 10% consistent with percentages included in the November 2013 Cost Report for new build.
  - 8) VAT excluded.
  - 9) Ongoing lifecycle costs are excluded.
  - 10) Construction costs assumed the works will be competitively tendered to between 4 – 6 contractors depending on the size and value of individual projects. Should any of the projects be negotiated with only one contractor there could be a potential premium to pay.
- .02 It should be noted the drawing layouts were prepared in a short period of time to carry out a “test of fit” exercise for the massing study. Detailed layouts would need to be reconsidered once a final design brief has been confirmed and the design team appointed.
- .03 In respect of the 50m pool it should be noted that currently the layouts meet Sport England guidance for pool surround but not ASA’s preferred surround width for a 50m competition pool. This will need further consideration should the 50m pool option be progressed.
- .04 Options 8b, 8c and 8d do not accommodate a climbing wall. This should be considered in calculating revenue income.

6.00 **Cost Summary Option 8**

.01 Attached to this section are the costs associated with the Option 8 proposals based upon the area schedules produced by Design Cubed.

COVENTRY CITY CENTRE PUBLIC LEISURE PROVISION

rev Final

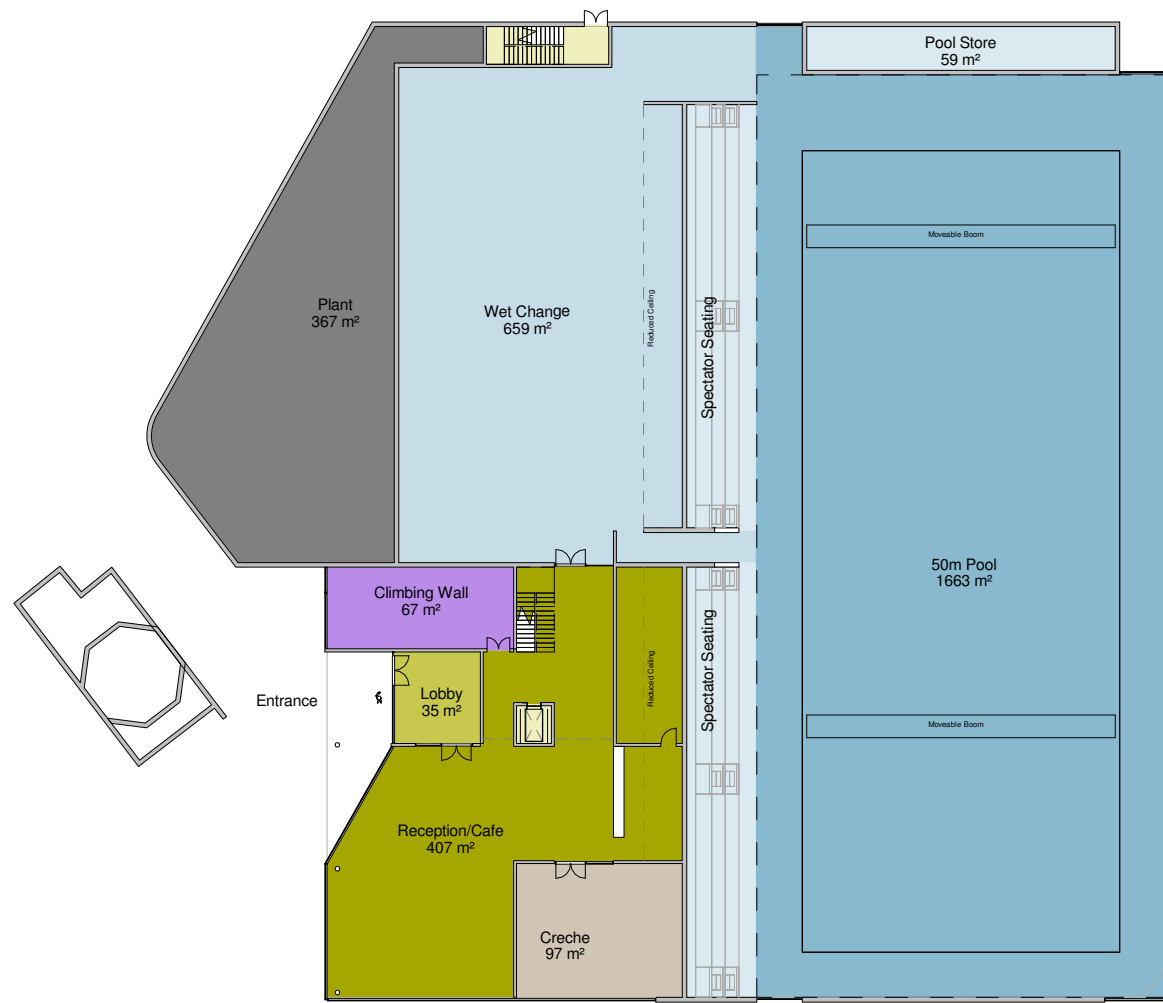
50m Option Appraisal

Cost Category

	Option 8a 50m Pool Option with 1000 seats	Option 8b 50m Pool Option with 1000 seats and warm up pool	Option 8c 50m Pool Option with 500 seats and splash pool	Option 8d 50m Pool Option with diving, 1000 seats and warm up pool
	£	£	£	£
Demolition of existing (including basement, etc)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Building Costs	[REDACTED] Area 6,531 m <sup>2</sup>	[REDACTED] Area 6,929 m <sup>2</sup>	[REDACTED] Area 6,515 m <sup>2</sup>	[REDACTED] Area 7,123 m <sup>2</sup>
External Works/Drainage/Incoming Services	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Inflation	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Sub total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Professional Fees - as stated	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Client FF&E (loose furniture/equipment)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Sub total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Client Contingency/Risk - as stated	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Sub total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
VAT - assume not paid or reclaimed	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	say [REDACTED]	say [REDACTED]	say [REDACTED]	say [REDACTED]

Option	Option	Option	Option
Omission of Raised floor	[REDACTED]	[REDACTED]	[REDACTED]
Omission of booms	[REDACTED]	[REDACTED]	[REDACTED]
Omission of Diving	[REDACTED]	[REDACTED]	[REDACTED]





GROUND FLOOR

FIRST FLOOR

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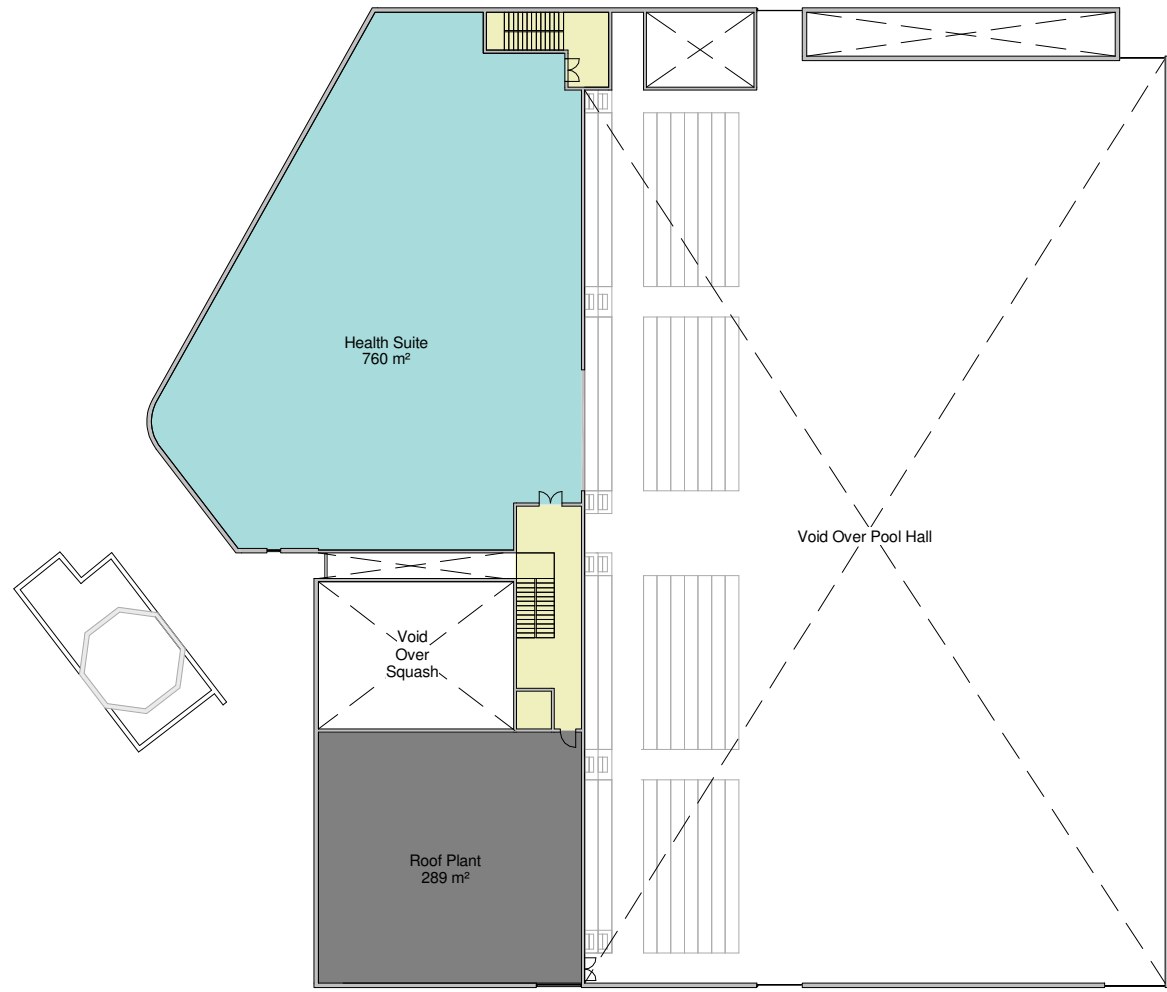
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Option 8A

PROJECT NO  
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Option 8A

PROJECT NO  
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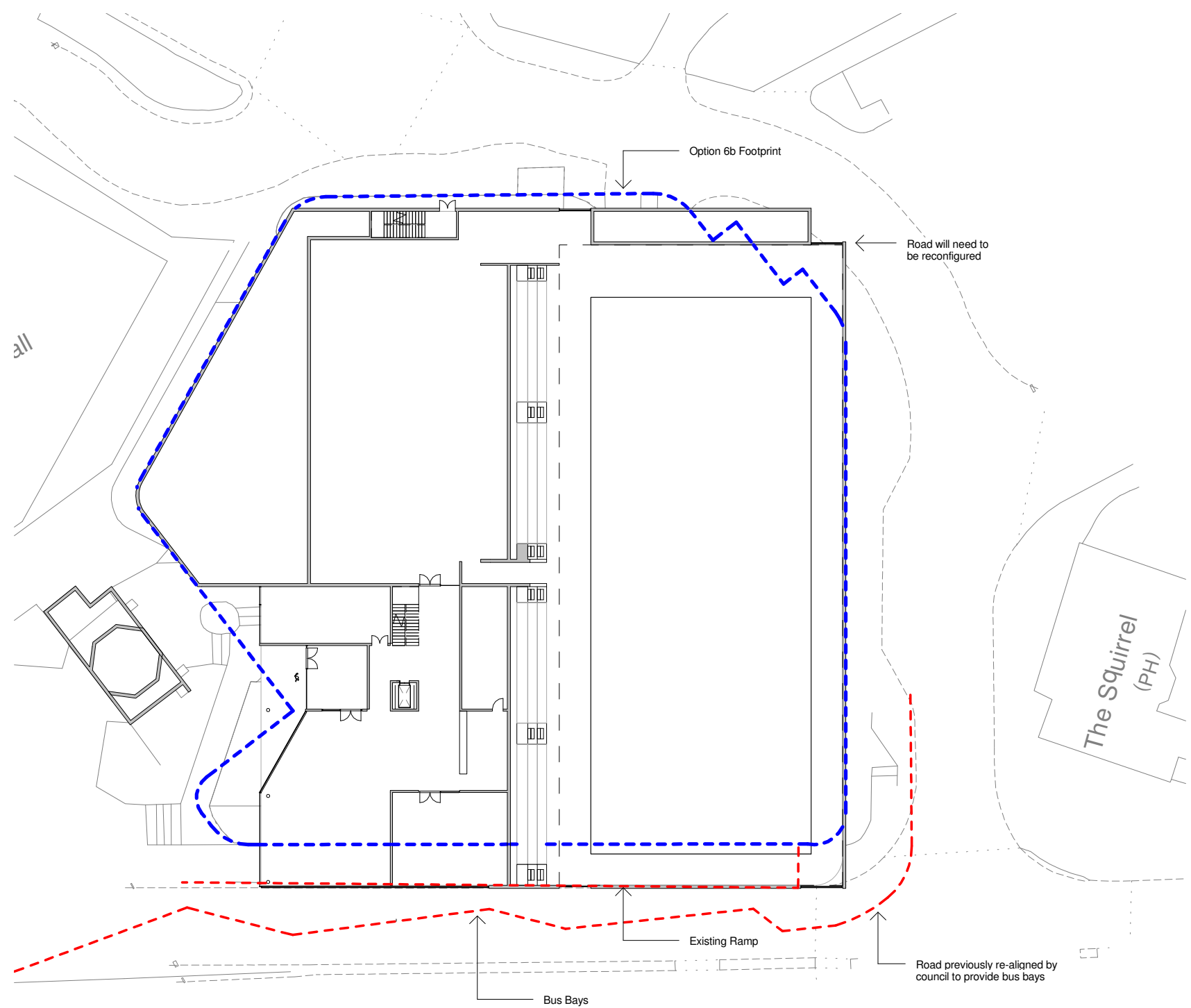
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--- Option 6b Footprint

--- Outline of 'new' Bus bays & ramp to existing offices



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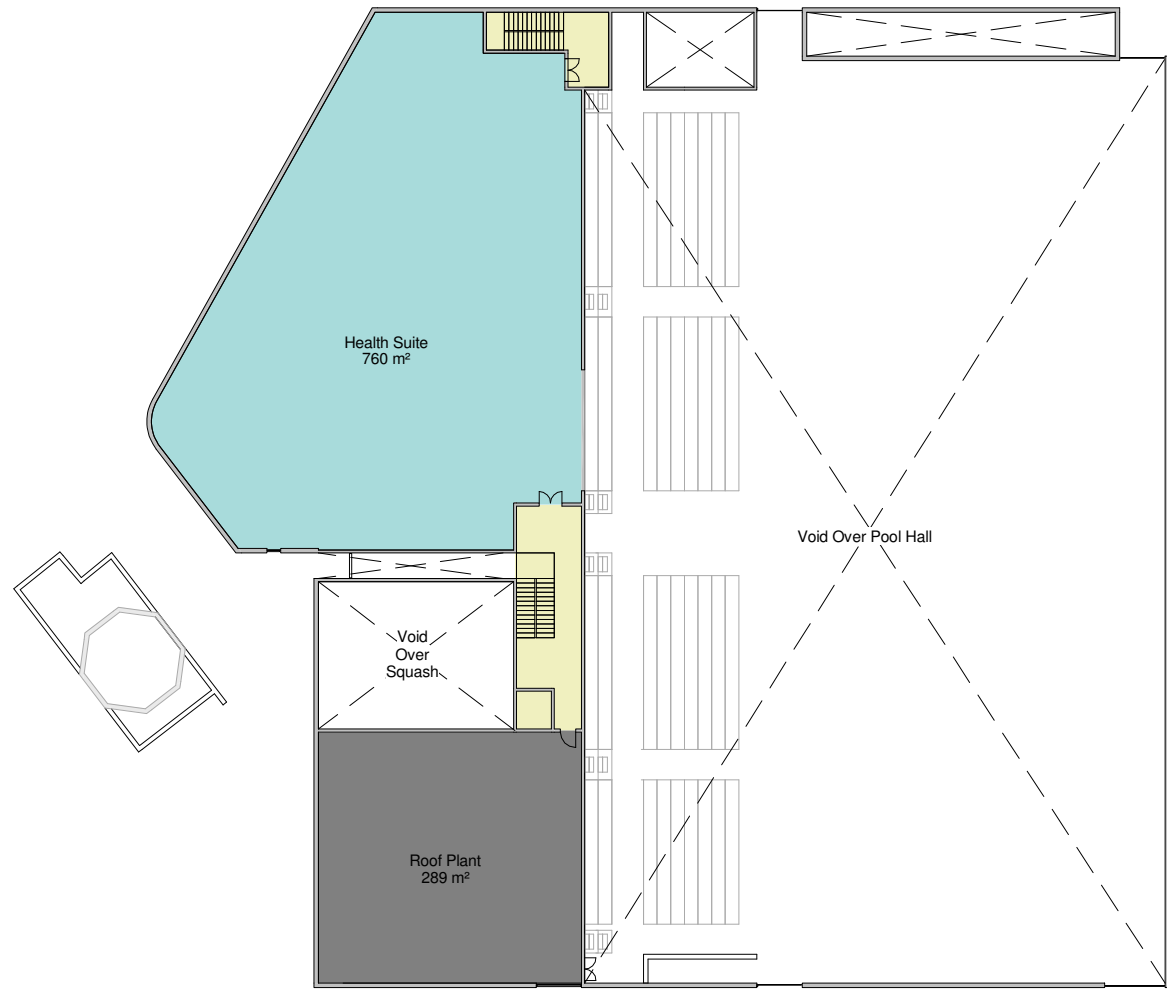
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Option 8B

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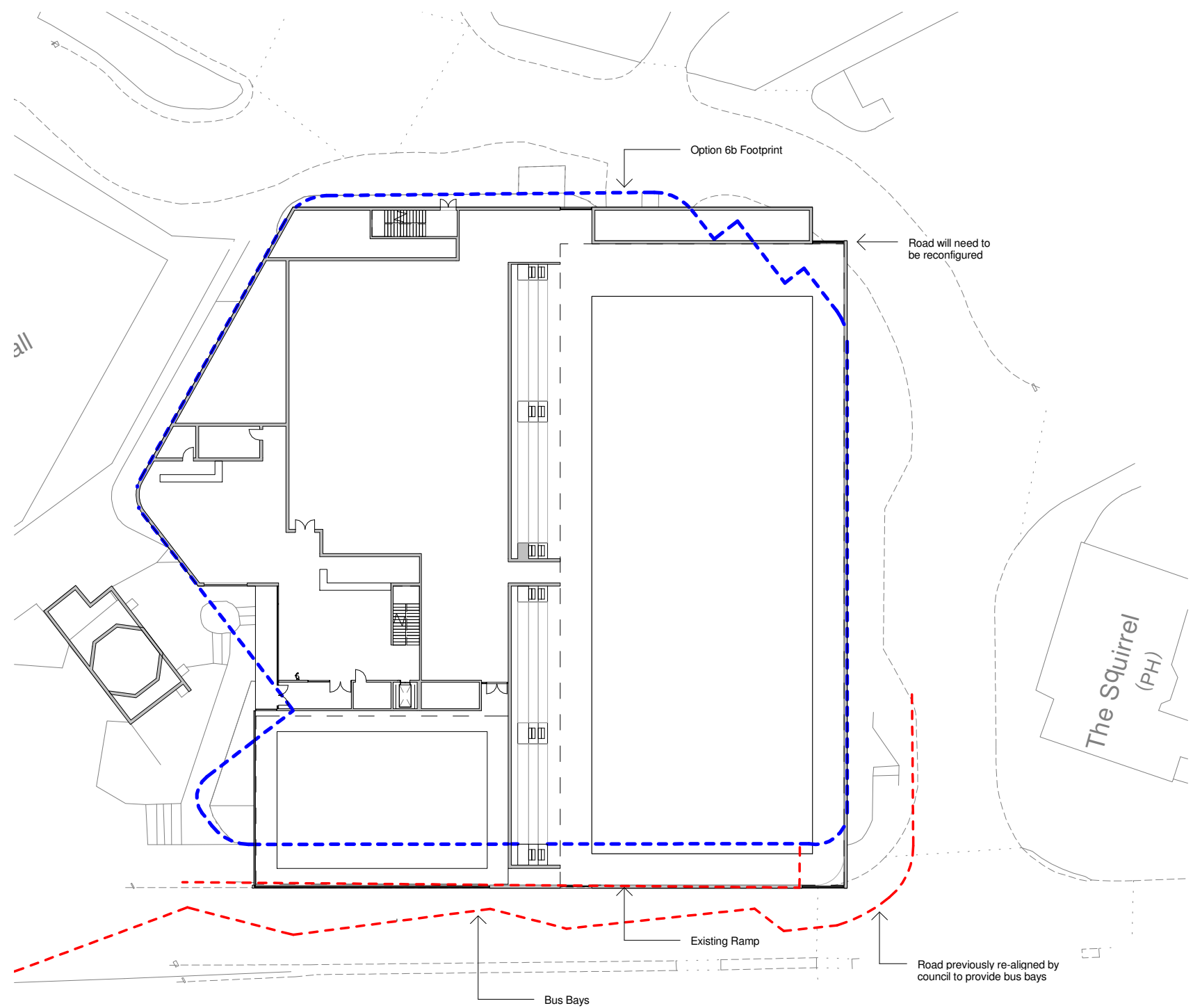
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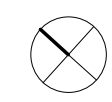
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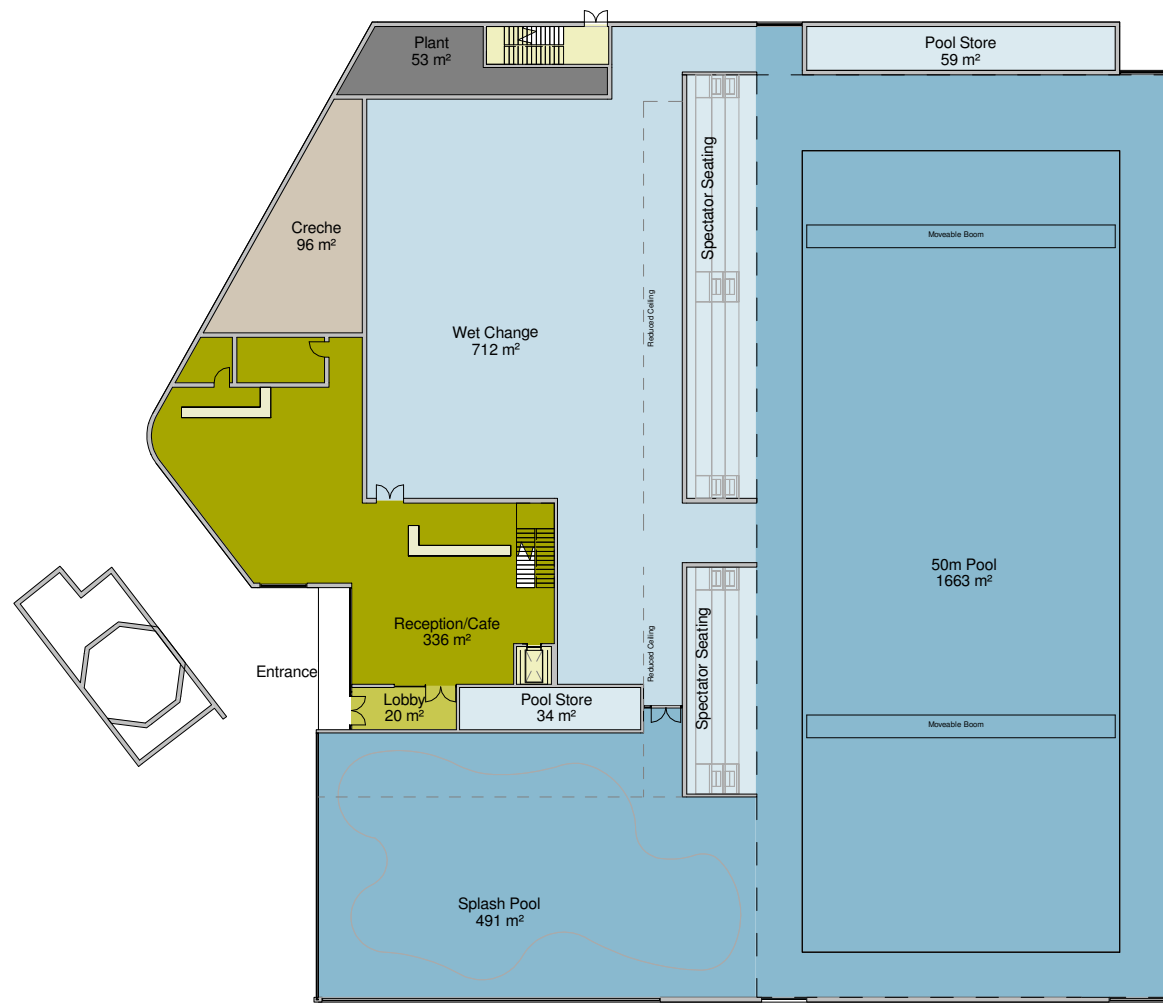
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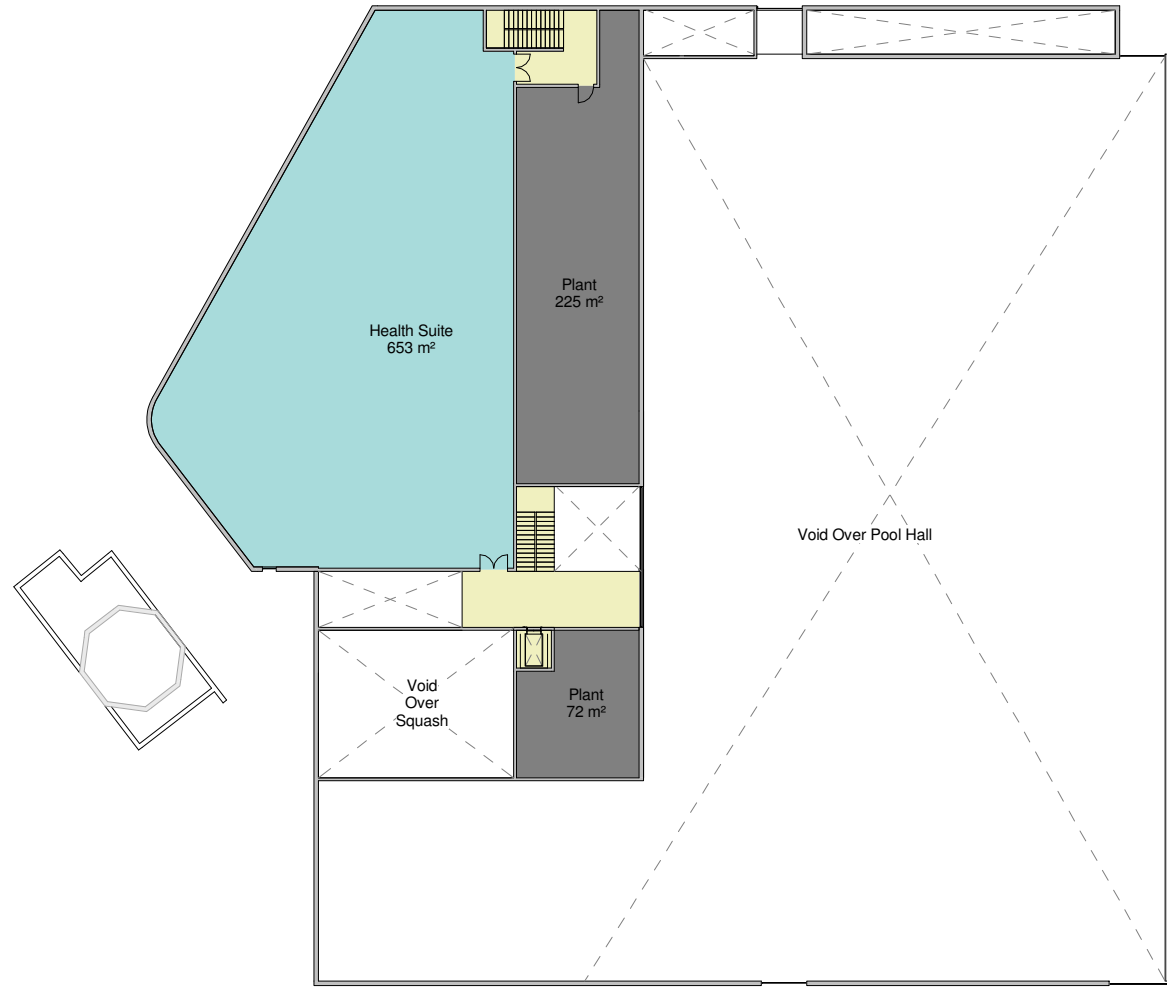
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TITLE  
Floor Plan 2nd Floor  
Option 8C

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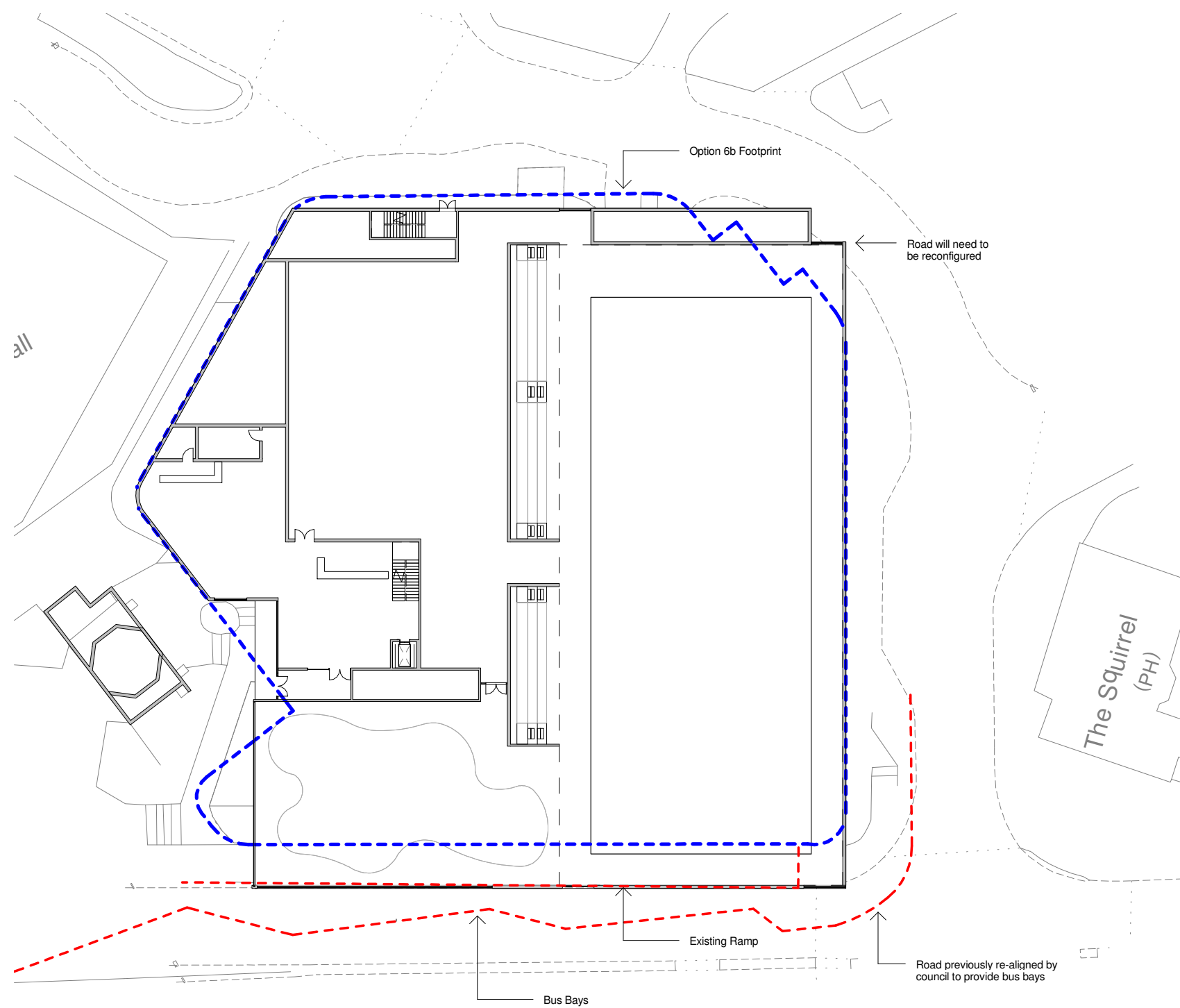
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--- Option 6b Footprint

--- Outline of 'new' Bus bays & ramp to existing offices



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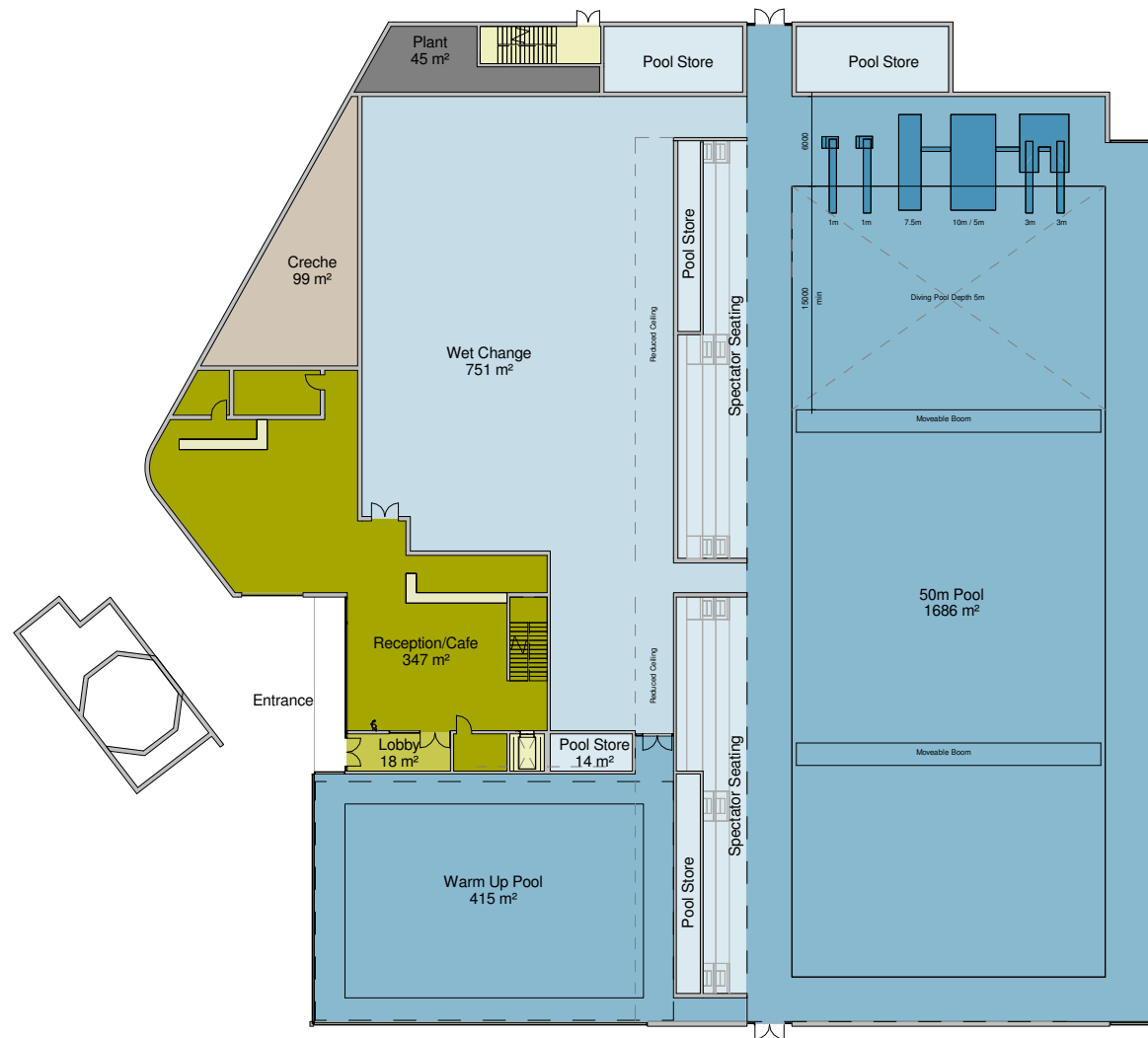
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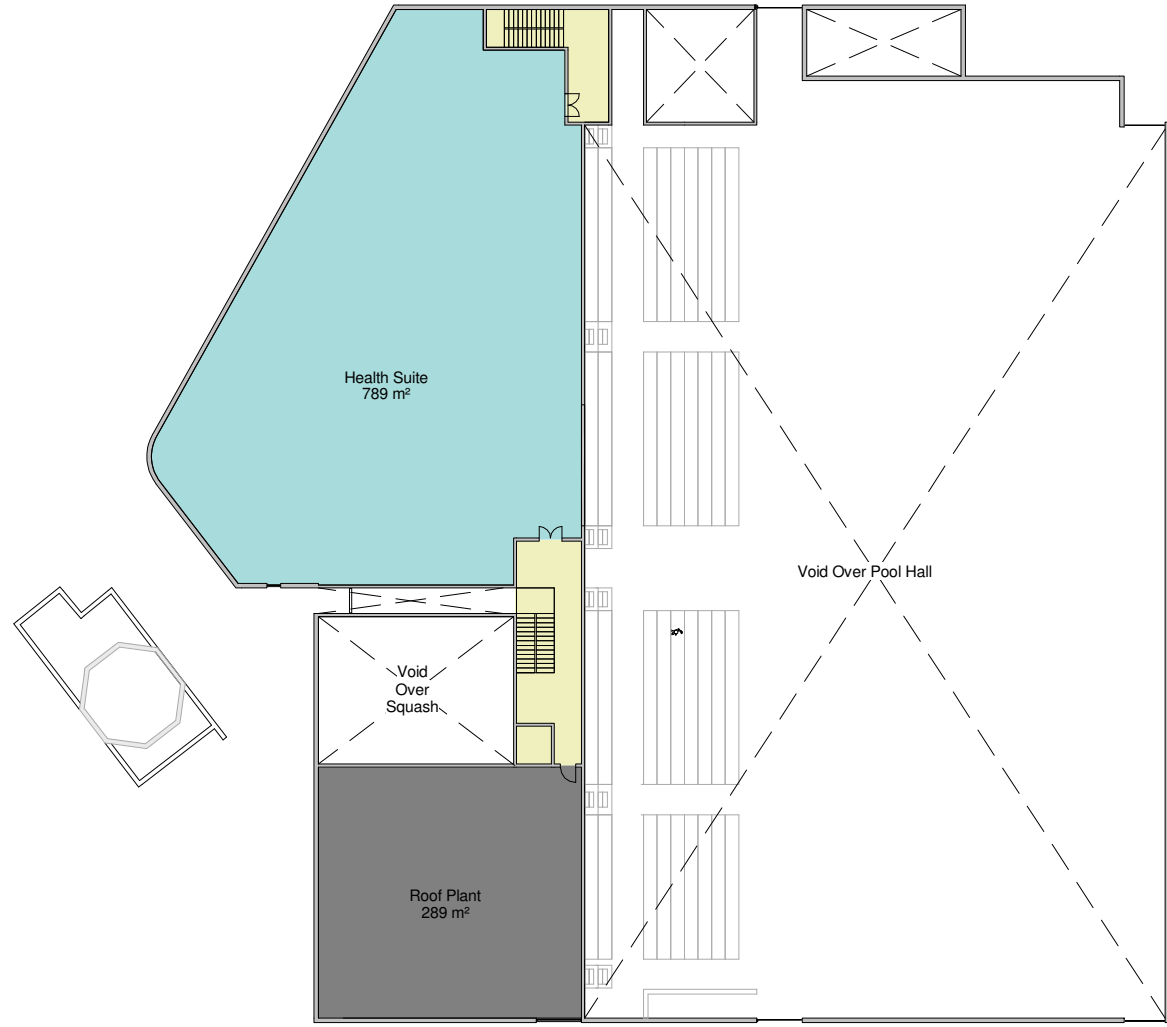
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Option 8D

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TITLE  
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Option 8D

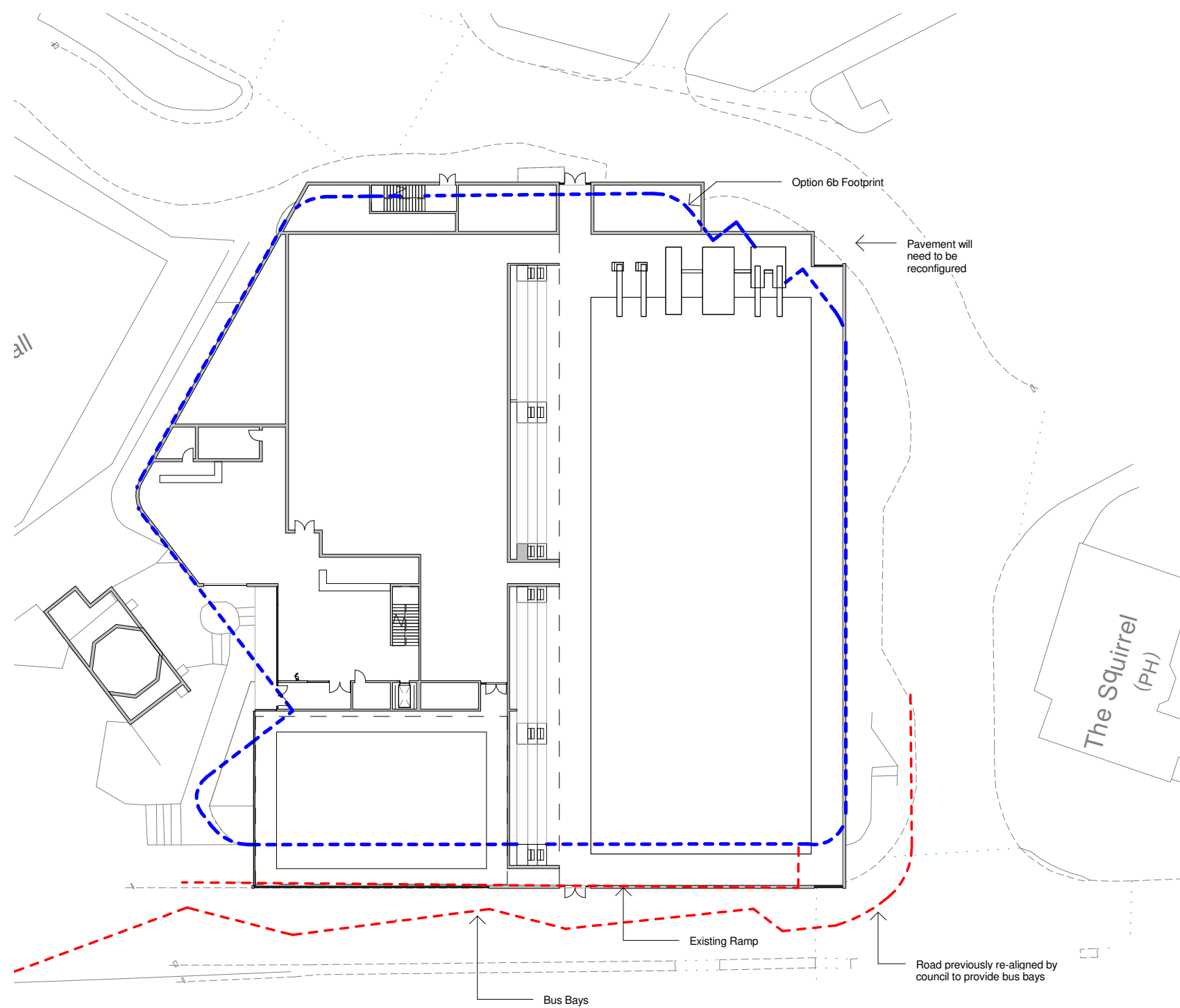
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--- Option 6b Footprint

--- Outline of 'new' Bus bays & ramp to existing offices



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TITLE  
Site Plan

PROJECT NO  
13007

Option 8D

DRAWING NO  
A(SK8C)A3-003

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**Council – 9<sup>th</sup> September 2014**  
**Recommendation from Cabinet**  
**5<sup>th</sup> August 2014**

**Coventry City Council**

**Minutes of the Meeting of Audit and Procurement Committee held at 4.00 pm on**  
**Monday, 18 August 2014**

Present:

Members: Councillor D Galliers (Chair)

Other Members: Councillors S Bains, L Harvard, T Sawdon and M Welsh.

Employees (by Directorate): S Davies, P Jennings, H Peacocke and L Welton (Resources Directorate)

Apologies: Councillor R Sandy

**16. Audit and Procurement Committee Annual Report 2013-14**

The meeting considered the Annual Report on the Committee's activities in 2013-14, prepared by the Executive Director, Resources, for presentation by the Chair to Full Council.

This report provided an overview of the Committee's activity during the municipal year 2013-14 and outlined the breadth of coverage by the Committee.

The Report stated that the Committee continued to discharge its key responsibility effectively, namely providing independent assurance on the adequacy of the Council's risk management framework, the internal control environment, and the integrity of the financial reporting and annual governance processes. Additionally, over the last year, it developed an approach to providing appropriate oversight of key procurement activity within the Council.

The Report pointed out that this was achieved at the same time that the Council successfully implemented a new finance system (Agresso), without any adverse impact on either the workings of the Committee and / or on any of the key areas of which it provides oversight.

The Chair acknowledged that this could not have been achieved without the significant contribution of both members and officers involved with the Committee.

The report also set out the Committee's priorities for 2014-15, including:

- To ensure that the Committee operates in line with the recently revised recommended practice from CIPFA.
- To keep abreast of national developments and the potential impact that these may have on the operation of the Audit and Procurement Committee.
- To ensure that any potential impacts that the transfer of the Benefit Fraud Team to the Department of Work and Pensions in March 2015 has on fraud arrangements in the Council are identified and managed.
- To gain assurance that all functionality available through the new Agresso financial system is both utilised and embedded in practice.
- To ensure that robust processes and procedures exist to minimise the risk of fraud and error in relation to the award of council tax discounts and exemptions and
- To ensure that any issues raised by the external auditors in their audit of the 2013-14 accounts are addressed on a timely basis.

**Resolved that the Committee approves the Annual Report 2013-14 and approves its submission to Full Council.**



# **Audit and Procurement Committee Annual Report to Council 2013-14**

To be considered at the City Council meeting  
on the 9<sup>th</sup> September, 2014

## **Audit and Procurement Committee Annual Report 2013-14**

### **Introduction by Chair of Audit and Procurement Committee**

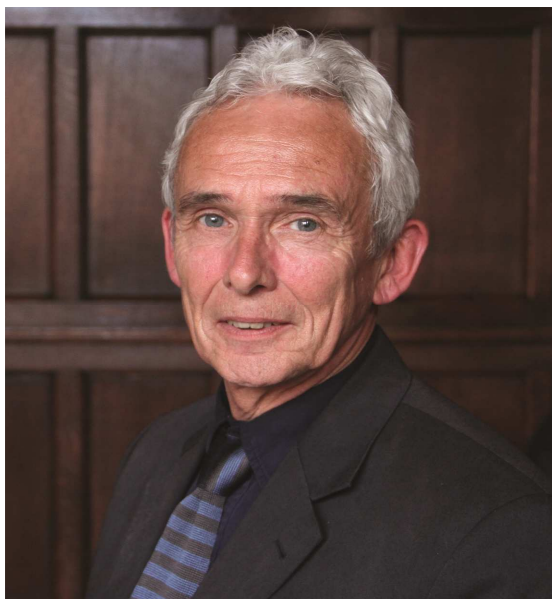
In May 2014, the Council appointed me as the new Chair of the Audit and Procurement Committee. I am looking forward to ensuring that the Committee continues to make a positive contribution to the overall governance arrangements within the Council, given the unprecedented financial challenges that it continues to face.

In looking back to 2013-14, I am pleased to report that the Committee has continued to discharge its key responsibility effectively, namely providing independent assurance on the adequacy of the Council's risk management framework, the internal control environment, and the integrity of the financial reporting and annual governance processes. Additionally, over the last year, it has developed an approach to providing appropriate oversight of key procurement activity within the Council. In this context, I would like to acknowledge that this could not have been achieved without the significant contribution of both members and officers involved with the Committee.

It is also worth pointing out that this has been achieved at the same time that the Council has successfully implemented a new finance system (Agresso), without any adverse impact on either the workings of the Committee and / or on any of the key areas of which it provides oversight. Whilst this was always the plan, delivering against such expectations is never straightforward.

In looking forward to 2014-15 and beyond, the importance of an effective Audit and Procurement Committee remains critical. Whilst it is accepted that the financial constraints facing the Council will mean that the organisation will inevitably reduce in size, the Committee will need to ensure that this does not have a detrimental effect over the key functions that it oversees.

This report provides an overview of the Committee's activity during the municipal year 2013-14 and outlines the breadth of coverage by the Committee. I look forward to continuing this good work with colleagues over the coming year.



**Councillor David Galliers**  
**Chair, Audit and Procurement Committee**

## 1 Activity of the Council's Audit and Procurement Committee

During 2013-14, the Council's Audit and Procurement Committee met on 11 occasions. Meetings were held in June, July (x2), August (x2), September, October and November 2013 as well as in January, February and April 2014.

The Committee receives a range of:

- Routine reports based on the clearly defined expectations of services / functions that report to the Audit and Procurement Committee, e.g. internal / external audit and financial management.
- Ad-hoc reports which focus on either a specific concern or developments that impact directly on the Committee.

The details of the reports considered in 2013-14 are expanded upon below.

1.1 **Accountancy** - The unaudited Statement of Accounts (including revenue and capital outturn) was considered by the Committee in July 2013 and then in September 2013, when the audited Statement of Accounts were approved by the Audit and Procurement Committee. Additionally, progress reports were received in respect of:

- The Council's performance against its revenue and capital budgets during 2013-14 (September 2013, January and April 2014).
- Treasury Management Update – This report was considered in January 2014 and focused primarily on providing oversight of the Council's investment activity. The report provided assurance that the Council was managing risk in this area appropriately, given the volatility in the financial sector. A further update was also considered in April 2014.
- Transformation Programme Financial Savings - A report was considered in October 2013 regarding progress against saving targets for the financial year 2013-14 and indicated a shortfall which was due in the main to the non-delivery of financial savings in the fundamental service review of the Children, Learning and Young People Directorate. It was identified that the shortfall was being managed through the Council's budgetary control process.

1.2 **External Audit** - The following reports were received from the Council's external auditors, Grant Thornton in 2013-14:

- Informing the Audit Risk Assessment – This report was considered in July 2013 for the 2012-13 accounts and again in April 2014 for 2013-14 accounts. A requirement of auditing standards is that specific areas must be considered as part of the external audit risk assessment. These include (a) fraud, (b) laws and regulations, (c) going concern, (d) accounting estimates and (e) related party transactions. The report outlined the Council's management responses to a series of questions on these issues. This was then approved by the Committee to demonstrate that the responses were consistent with their understanding on these matters.

- The Audit Findings for Coventry City Council - This report was considered in September 2013, and its purpose was to highlight the key matters arising from the audit of the Council's financial statements for the year ending 31 March 2013. The report concluded that, pending satisfactory clearance of outstanding matters:
  - An unqualified audit opinion would be provided on the Council's financial statements.
  - An unqualified value for money conclusion would be provided around the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources.
- Annual Audit and Inspection Letter - This was considered at the November 2013 meeting. The main focus being to summarise the findings from the 2012-13 audit and to formally document their conclusions in respect of the audit of the accounts and the Council's arrangements for securing value for money. The conclusions reached for both these areas were consistent with those indicated in the Audit Findings for Coventry City Council report considered in September 2013.

The report did identify four areas (i.e. medium term financial position, the delivery of the service changes and financial savings recommended in the fundamental service review in the Children, Learning and Young People Directorate, the replacement of the Council's finance system, and the impact on Arena Coventry Limited of its dispute with the owners of Coventry City Football Club) which the external auditors thought required focus by the Council in the next year.

- Certification of Claims and Returns Annual Report - This report was considered in February 2014 and summarised the findings from the certification of 2012-13 claims and returns that were subject to review by the external auditors. The report highlighted that only three grant claims were subject to external audit approval and whilst improvements in the administration of such grants had been maintained, two of the three claims had been qualified due to errors identified.
- 2013-14 Audit Plan - This report was considered in April 2014 and set out the work that Grant Thornton would undertake in respect of the audit of the Council's financial statements for the year ended 31 March 2014. It also documented the expected outputs that the Committee would receive from the external auditors.

1.3 **Internal Audit** - During the year, the Audit Committee received the following annual reports at the July and August 2013 meetings:

- Internal Audit Annual Report - This report had two main purposes:
  - To summarise the Council's Internal Audit activity for the period April 2012 to March 2013, against the agreed Internal Audit Plan for the same period.
  - To provide the Audit Committee with the Internal Audit and Risk Manager's opinion on the overall adequacy and effectiveness of Coventry City Council's internal control environment. Based on the work of Internal Audit in 2012-13, the Internal Audit and Risk Manager concluded that 'moderate' assurance could be provided that there was generally a sound system of internal control in place to help the organisation meet its objectives.

- The Annual Review of the Effectiveness of the System of Internal Audit - This review led by the Council's Internal Audit and Risk Manager discharges a requirement of the Accounts and Audit Regulations that the Council "*at least once a year, conduct a review of the effectiveness of the system of Internal Audit*". The review focused on three areas – (1) the role of the Internal Audit and Risk Manager against the requirements stated in the CIPFA Statement on the Role of the Head of Internal Audit, (2) the approach of the Internal Audit Service in comparison with the Public Sector Internal Audit Standards, and (3) an updated assessment of the Council's Audit Committee arrangements against CIPFA recommended practice titled "Measuring the Effectiveness of the Council's Audit Committee". The Committee in considering the report endorsed the areas for development, which focused around areas (2) and (3) highlighted above.

Other Internal Audit reports considered during the year include:

- Progress reports on Internal Audit work - Monitoring reports were received in August and October 2013, as well as in February and April 2014. These reports provided updates on the performance of the Service, along with a summary of the key audits from a sample of high profile audit reviews carried out in the relevant periods. In considering these reports, the Committee agreed with the focus of improvements identified and the timescales agreed for implementation.
- Recommendation Tracking Report - In October 2013, a report on action taken by Council officers in implementing agreed audit recommendations was presented. This highlighted high levels of compliance with the implementation of agreed actions.
- Based on requests from the Audit and Procurement Committee, briefing notes were considered in relation to the audit of Council Tax Exemptions and Discounts. This was initially considered in August 2013 and the purpose of the report was to highlight action taken by management in response to the issues identified in the Internal Audit review of this area. Furthermore, it sought and received endorsement from the Committee to extend the initial project set up to consider this issue as this was viewed as critical in establishing the scale of the issue involved.

A further update was considered in April 2014. This highlighted that the project had just finished and had resulted in revised bills being generated to the value of around £117,000. In looking forward, two issues still need to be addressed, namely an assessment of resource requirements and a communication campaign aimed at reminding Coventry residents around their responsibility to report any changes in their circumstances if they are in receipt of a Council tax discount / exemption.

#### 1.4 **Fraud** - The following fraud reports were considered in 2013-14:

- Annual Fraud Report - This report was considered by the Committee in August 2013 and summarised the Council's response to fraud activity for the financial year 2012-13, focusing on the work of both the Corporate Fraud and Benefit Fraud Teams.

- Half Yearly Fraud Update - A report was received in November 2013, focusing on the outcome of work by both the Corporate Fraud and Benefit Fraud Teams in the first six months of 2013-14.

Both these reports also provided updates on the government proposal to merge local authority benefit fraud teams with their counterparts based in the Department for Work and Pensions and Her Majesty Revenue and Customs, in order to create the Single Fraud Investigation Service (SFIS). The Council has now been advised that its Benefit Fraud Team will transfer to the SFIS in March 2015.

1.5 **Risk** - The following reports / briefing notes were considered in 2013-14:

- **NUCKLE** – In response to the fact that this project had been determined as a corporate risk, the Committee received a report in July 2013 to better understand the key issues facing this project. Due to the confidential nature of many of the issues raised, this was considered under the private agenda at the meeting. The issues raised were subsequently considered in a report to Cabinet in March 2014 which agreed that the scheme would now be delivered in two distinct packages.
- **Arena Coventry Limited** – In November 2013, the Committee received in private, a verbal update on the issues facing the Council arising from its financial restructuring of Arena Coventry Limited. The issues included financial and reputational matters and the Committee noted that the Council's ACL Shareholders' Panel met on a regular basis to address these. The Committee requested a further update in 2014-15.
- **Safeguarding Awareness** – The purpose of this report was to provide assurance to the Committee that action had now been taken in response to previous concerns raised with the Committee around the limited progress made in the Council's response to this risk. The report highlighted that progress had been made in the numbers receiving training although it was acknowledged that this remained a priority going forward.

1.6 **Procurement** – In response to the Committee's new remit for procurement matters, it was agreed that procurement be a standard agenda item at every meeting of the Committee. An initial report was considered in August 2013 and was then subsequently considered at all of the remaining meetings during the municipal year 2013-14. Information provided within such reports included a summary of procurement activity considered by the Procurement Board and Panels in the period, as well as an update on progress made in delivering agreed procurement saving targets. The Committee in considering these reports noted the content of reports and sought assurance around specific activity highlighted.

1.7 **Justify Expenditure Explain Performance (JEEP)** - The JEEP campaign was initially raised at the Committee meeting in June 2013 and a meeting was set aside in August 2013 to specifically consider issues raised through JEEP. Over the year, numerous reports were considered by the Committee. These reports fell into one of two different categories:

- Issues where action was taken by officers which did not require a decision from members. This included:

- Better use of functionality available through multi-functional devices (e.g. duplex printing, fax, scanning).
  - Saving energy through turning off devices at the end of the working day.
  - Reducing the reliance on agency staff.
  - Automating the process for submitting expense receipts.
  - Various IT suggestions.
- Reports on specific issues seeking the Committee's endorsement to pursue these matters further. These included:
    - Citivision Magazine.
    - Reducing the cost of producing leaflets.
    - Greater use of salary sacrifice scheme.
    - Paperless meetings.
    - Holiday purchase scheme.

A consolidated report on JEEP was considered in February 2014, which summarised action to date and how outstanding issues were going to be progressed. It was also highlighted that as a result of this campaign, cashable savings of £62,000 had been identified and captured for 2014-15.

1.8 **Other** - The following reports were also considered by the Committee in 2013-14:

- As part of the Annual Accounts process for 2012-13, the Internal Audit and Risk Manager co-ordinated the development of the Council's Annual Governance Statement. The Statement was presented in July 2013, and then approved by the Audit Committee in September 2013, following consideration of the audited Statement of Accounts. The outcome of this was the approval of the Statement by the Committee, which included the endorsement of a number of significant governance issues which required the Council's focus.
- Implications of Amended Pay Policy Statement 2013-14 - Whilst not within the terms of reference for the Committee, the Committee were asked to consider the consequence of a senior officer restructure including amendments to the Council's Pay Policy Statement. This was considered at a meeting in July 2013 as a private agenda matter.
- Annual Audit Letter Update (Audit 2011-12) – This report identified progress made and the current position with regard to the four issues raised the 2011-12 external audit Annual Audit Letter, These were:
  - Medium term financial position
  - Proposals for business rate reform
  - Council tax benefit reform
  - Replacement of the financial information system

The Audit and Procurement Committee agreed with the assessment of progress made and that the current position represented an appropriate response to the issues raised.

- Regulation of Investigatory Powers Act (RIPA) 2000 Annual Report – This report focused on providing oversight of the Council's compliance with this Act. In considering this report, the Committee also approved the

revised Regulation of Investigatory Powers Act 2000 Covert Surveillance & Covert Human Intelligence Sources Policy.

- Covert Surveillance of Employees Policy and Procedure – The Committee were asked to review this policy in November 2013 which covered the procedure for submitting and authorising applications for the covert surveillance of employees. After considering this report, the Committee recommended that the Cabinet Member (Community Safety & Equalities) approve this policy.
- Agency Workers and Interim Managers: Performance Management Report Quarter 2 2014-15 – At the request of Scrutiny Board One, this report was forwarded to the Committee for consideration in February 2014. The Committee noted the contents of this report.

### 1.9 Training and Awareness

In advance of considering the Statement of Accounts, a session was provided by the Corporate Finance Manager in June 2013 to aid the Committee in better understanding the accounts and, in particular, guiding members through what is a complex document.

### 2 Audit and Procurement Committee Priorities - There are still areas of development for the Audit and Procurement Committee, including:

- To ensure that the Committee operates in line with the recently revised recommended practice from CIPFA. Areas for development include:
  - To review the Committee's terms of reference.
  - To undertake an assessment against the core knowledge and skills framework (CIPFA guidance) expected of an Audit Committee to assist in the identification of individual training needs for members of the Committee.
  - To agree a mechanism to assess the effectiveness of the Audit and Procurement Committee in light of the increased expectations in the CIPFA guidance.
- To keep abreast of national developments and the potential impact that these may have on the operation of the Audit and Procurement Committee.

In 2014-15, the Audit and Procurement Committee's initial focus will be on ensuring that effective action is taken in response to the areas for improvement highlighted in the Annual Governance Statement for 2013-14. From an audit perspective, three areas were identified in the Statement as a result of work carried out by the Council's Internal Auditors. These relate to the need to:

- a) Ensure that any potential impacts that the transfer of the Benefit Fraud Team to the Department of Work and Pensions in March 2015 has on fraud arrangements in the Council are identified and managed.
- b) Gain assurance that all functionality available through the new Agresso financial system is both utilised and embedded in practice.



- c) Ensure that robust processes and procedures exist to minimise the risk of fraud and error in relation to the award of council tax discounts and exemptions.

In addition, the Council will need to ensure that any issues raised by the external auditors in their audit of the 2013-14 accounts are addressed on a timely basis.

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Cabinet  
Council

2<sup>nd</sup> September 2014  
9<sup>th</sup> September 2014

**Name of Cabinet Member:**

Cabinet Member (Business, Enterprise and Employment) – Councillor K Maton

**Director Approving Submission of the report:**

Executive Director, Place

**Ward(s) affected:**

All

**Title:**

New Coventry Local Plan – Delivering Sustainable Growth (2011-2031) and the Updated Local Development Scheme (2014)

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**Is this a key decision?**

Yes - The proposals in the report are likely to have an impact on all wards across the City

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**Executive Summary:**

In April 2013, as a result of Planning Inspectorate recommendations, the Council withdrew a previous version of its Core Strategy from examination. This was due to issues with the Duty to Cooperate, which requires the Council to work constructively with neighbouring councils. The Inspectorate recommended an independent assessment of housing need for Coventry's wider strategic housing market area (HMA).

In November 2013 independent consultants completed work on the joint strategic housing market assessment (SHMA), which responded to the Inspectorate's recommendations and identified the objectively assessed housing need (OAN) for all six authorities within the Coventry and Warwickshire strategic housing market area.

The Joint SHMA recommended that 23,600 homes needed to be built in Coventry between 2011 and 2031 (1,180 a year). This is referred to as the 'objectively assessed need for housing' (OAN) and is an essential requirement of producing a local plan.

Since the joint SHMA was completed the Office of National Statistics (ONS) has issued new population projections (May 2014). In order to understand the impact of this new data, the six Coventry and Warwickshire authorities jointly commissioned the same independent consultants to produce an Annex to the joint SHMA. This report is now complete and identifies a significant increase in Coventry's housing need, coupled with a significant reduction in the housing needs of Warwickshire.

The Annex recommends a revised need of 36,220 new homes in Coventry between 2011 and 2031 (1,811 a year). The overall total remains broadly consistent with an increase of around 200 homes a year for the whole of Coventry and Warwickshire compared to the original projection in the joint SHMA (2013). The study also considers housing pressures as they may arise from jobs

growth anticipated by the Strategic Economic Plan (SEP), which would place an upward pressure on the housing needs of Coventry and Warwickshire as a whole.

As part of the study's conclusions, and in line with national guidance greater emphasis is placed on the overall needs of Coventry and Warwickshire as a whole. From the Coventry perspective it is reasonable to expect that the OAN identified in the joint SHMA will reflect a minimum requirement for Coventry up to 2031, and that the Duty to Cooperate, will form an integral part of meeting and delivering the city's housing need.

With this in mind the Local Plan commits the Council to continue to work alongside its Warwickshire neighbours to secure the most appropriate and sustainable locations for housing growth across the housing market area. Where need can realistically be considered to originate from the city and where appropriate, sustainable and deliverable the Council will support its Warwickshire neighbours in bringing forward land for housing and employment that sits adjacent to the city's existing boundaries. This will ensure infrastructure needs are met in full across administrative boundaries (where and as appropriate). It will also help to ensure that the planning for the areas housing needs gives consideration to the distribution issues associated with the new ONS based projections and the economic needs of Coventry and Warwickshire.

For too long Coventry has punched below its weight and has lost jobs and employment opportunities to other parts of the country. This is a trend that needs to be reversed to help return Coventry to the status of a 'top 10 city'. As a result of focused action and delivery by the Council and the Local Enterprise Partnership the city's decline has, in recent years, been challenged and is now being reversed. The housing pressures outlined in this report is testimony to the growing demand from people who want to live and work in the city, and who are increasingly attracted to the area as a result of the resurgence of manufacturing industries in the sub-region, the success of our two world class universities and the growth in jobs across many sectors.

Appendix 1 seeks views and opinions on the level of housing need in Coventry, whilst setting it in the context of the city's growth aspirations and the needs of the HMA. It also places the level of housing need in some further context in terms of the step change in housing need, the deliverability of such figures and the impact on the Duty to Cooperate.

In addition to the level of housing need, the paper draws on previous rounds of consultation on the Local Plan (or Core Strategy as it was known) to present three scenarios relating to how housing needs could be delivered.

Scenarios 1 and 2 are presented as extreme positions, with Scenario 1 based on protecting the Green Belt and exporting a proportion of Coventry's need beyond the Green Belt into Warwickshire. Scenario 2 looks to accommodate all of the city's need within its own boundary (regardless of quantum), including on Green Belt land. Scenario 3 proposes a balanced approach based on the most sustainable options, but including some Green Belt development. This is presented as the Council's preferred approach and is considered a sustainable, deliverable and justified approach to meeting Coventry's housing needs.

Furthermore two specific policies are proposed in respect of sustainable development and the Duty to Cooperate, whilst thirteen summary chapters are also presented covering a range of other policy areas, including but not limited to health and wellbeing, design, economic growth and infrastructure.

Accompanying this stage of the new Local Plan is an update of the Local Development Scheme (LDS). The LDS is a mandatory requirement of the Planning and Compulsory Purchase Act and sets out what the Council will produce to set its new planning policies and when they will be produced. The previous LDS was published in 2012 in relation to the now withdrawn Core Strategy.

The LDS contains three separate documents planned for development. These include the Local Plan, the City Centre Area Action Plan and the Community Infrastructure Levy. All are projected to be adopted by the summer of 2016.

**Recommendations:**

The Cabinet is requested to:

- 1) Recommend that the Council approves the "New Local Plan – Delivering Sustainable Growth (2011-2031)" document and authorises a period of seven weeks public engagement beginning on Friday 12<sup>th</sup> September 2014 and ending on Friday 31<sup>st</sup> October 2014.
- 2) Recommend the Council endorse the updated Local Development Scheme (2014) as the timetable by which Coventry's new Local Plan and supporting documents will be prepared.

The Council is recommended to:

- 1) Approve the "New Coventry Local Plan – Delivering Sustainable Growth (2011-2031)" document and authorise a period of seven weeks public engagement beginning on Friday 12<sup>th</sup> September 2014 and ending on Friday 31<sup>st</sup> October 2014.
- 2) Endorse the updated Local Development Scheme (2014) as the timetable by which Coventry's new Local Plan and supporting documents will be prepared.

**List of Appendices included:**

Appendix 1: New Coventry Local Plan – Delivering Sustainable Growth (2011-2031)

Appendix 2: Local Development Scheme (2014)

**Background papers**

None

**Other useful documents:**

- The Coventry and Warwickshire Joint Strategic Housing Market Assessment (Joint SHMA) (2013) available to download via: <http://www.coventry.gov.uk/housingnumbers>
- Annex to the Joint SHMA – 2012 based Sub-National Population Projections: Implications for Housing Need in Coventry and Warwickshire (2014) available to download via: <http://www.coventry.gov.uk/housingnumbers>

**Has it been or will it be considered by Scrutiny?**

The report itself will not be considered by Scrutiny, however the results of this period of public engagement will be considered by Scrutiny Board 3 at its meeting on the 12<sup>th</sup> November 2014.

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

No

**Will this report go to Council?**

Yes - 9<sup>th</sup> September 2014

**Report title:** New Coventry Local Plan – Delivering Sustainable Growth (2011-2031) and the Updated Local Development Scheme (2014)

**1. Context**

**Background**

- 1.1 In April 2013 the Council was recommended by the Planning Inspectorate to withdraw from examination the previous version of its Core Strategy due to issues with the Duty to Cooperate. As part of the Inspector's recommendation he highlighted a need to undertake an independent assessment of housing need for Coventry's wider (Strategic) Housing Market Area (HMA). This is largely considered to cover the six local authorities within Coventry and Warwickshire and largely reflects a broad area within which people live, work, travel to work and move home.
- 1.2 In November 2013 independent consultants completed work on the Joint Strategic Housing Market Assessment (SHMA), which responded to the Inspector's recommendations and identified the Objectively Assessed Housing Need (OAN) for all six authorities within the Coventry and Warwickshire Strategic Housing Market Area. The study showed that although some relationships between the respective authorities were stronger than others the six authorities together represented an appropriate HMA within which to plan for housing need.

**Identifying Housing Need**

- 1.3 The Joint SHMA used trend data from the Office for National Statistics (The ONS) covering the five year periods to 2010 and 2011 alongside some of the initial data from the 2011 Census, and recommended that 23,600 homes need to be built in Coventry between 2011 and 2031 (1,180 a year). This is referred to as the 'Objectively Assessed Need for Housing' (OAN) and is an essential requirement of producing a local plan.
- 1.4 Since the Joint SHMA was completed, however, the ONS has issued new population projections (May 2014) that are based on new trend data for birth rates, death rates and migration, covering the five year period to 2012. This means the data is '2012 based' and is the first to fully reflect the results of the 2011 Census.
- 1.5 In order to understand the impact of this new data on the recommendations of the Joint SHMA, the six Coventry and Warwickshire authorities jointly commissioned the same independent consultants to produce an Annex to the Joint SHMA.
- 1.6 This report is now complete and identifies a significant increase in Coventry's housing need, coupled with a significant reduction in the housing needs of Warwickshire. This recommends a revised need of 36,220 new homes in Coventry between 2011 and 2031 (1,811 a year). The overall total for the HMA however remains broadly consistent, with an increase of around 200 homes a year for the whole of Coventry and Warwickshire when compared to the Joint SHMA (2013). The study also considers housing pressures as they may arise from jobs growth anticipated by the Strategic Economic Plan (SEP). This could again place an upward pressure on the housing needs of Coventry and Warwickshire as a whole.
- 1.7 As part of the study's conclusions greater emphasis is placed on the overall needs of Coventry and Warwickshire as a whole, which conforms to national guidance. From the Coventry perspective it is reasonable to expect that the OAN identified in the Joint SHMA (23,600 homes) will reflect a minimum requirement for Coventry up to 2031, and that the

Duty to Cooperate, most notably with the city's Warwickshire neighbours, will form an integral part of meeting and delivering this housing need.

- 1.8 With this in mind, it is important to note that the National Planning Policy Framework (NPPF) requires the most up to date demographic information to be used as a starting point when considering housing need, but also requires such need to be established and considered as part of a housing market area. It is also essential that subsequent housing requirements are deliverable and allow for sustainable development.
- 1.9 With this in mind the Local Plan commits the Council to continue to work alongside its Warwickshire neighbours to secure the most appropriate and sustainable locations for housing growth across the Housing Market Area. Where need can realistically be considered to originate from the city and where appropriate, sustainable and deliverable the Council will support its Warwickshire neighbours in bringing forward land for housing and employment that sits adjacent to the city's existing boundaries. This will ensure infrastructure needs are met in full across administrative boundaries (where and as appropriate). It will also help to ensure that the planning for the areas housing needs has regard to the distribution issues associated with the new ONS based projections and the economic needs of Coventry and Warwickshire.
- 1.10 As a result this stage of the new Local Plan seeks views and opinions on the level of housing need in Coventry, whilst setting it in the context of the city's growth aspirations and the needs of the HMA as a whole. It also identifies the number of homes being planned in each of the neighbouring authorities (at the current time) and places the level of housing need for Coventry in some further context in terms of the step change in housing need, the deliverability of such figures and the impact on the Duty to Cooperate
- 1.11 To support this, the table below shows examples of Coventry's house building trends using five year averages alongside the annual requirement identified in the Joint SHMA and its Annex.

5 year period	1951-1955	1961-1965	1981-1985	1991-1995	2001-2005	2009-2013	Joint SHMA	New ONS based Data
Avg. homes built a year	2,150	1,476	795	509	468	759	1,180	1,811

- 1.12 The higher rates of house building suggested by the table above however are not a new phenomenon. Table 4 shows that during the 1950s and 60s the rate of house building in Coventry was significant, reflecting a period of economic growth and prosperity for the city. The data from the ONS shows more people are moving to Coventry and that fewer people are leaving, more people are having children and life expectancy is improving. This means the city demonstrates a significantly younger population profile than its Warwickshire neighbours, providing a growing employment base that will increasingly require high quality jobs and education opportunities. The alternative is to allow these people to leave the city in search of jobs and homes elsewhere in the country.
- 1.13 It is this trend that has been too prevalent in Coventry in recent times, with the city experiencing population decline as recently as the early 2000s and losing jobs and employment opportunities to other parts of the country.

### Delivering New Homes

- 1.14 In addition to considering how many homes are required, the Local Plan must also consider where new homes would be built. As part of this process this paper has drawn on significant amounts of consultation that has been undertaken with local communities and

key stakeholders over the last 10 years and presents three possible scenarios for delivering housing need within and potentially outside of Coventry. For the purposes of this paper these scenarios are presented in broad terms as opposed to specific sites. Scenarios 1 and 2 are presented as extreme positions, or polar opposites, and have again been drawn from consistent consultation responses received to previous versions of the Local Plan (or Core Strategy as it was known). Scenario 3 is presented as the Council's preferred approach and is considered a sustainable, deliverable and justified approach to meeting Coventry's housing needs. The three scenarios can be summarised as follows:

1. Protecting the Green Belt. This would constrain the amount of homes that would be built in Coventry by only planning for the amount of homes that could be accommodated within the existing urban area, with the vast majority on brownfield land. This would deliver up to 16,500 homes in Coventry with the remaining housing need redistributed to Warwickshire, outside of the Coventry Green Belt.
2. Building within the Boundary. This would see the city ensure all of its housing need was met within its own boundary regardless of quantum. Although evidence would be used to protect the most sensitive and valuable Greenfield and Green Belt land, it is possible that negative impacts would be generated with regards landscape character, environmental impact and effect on the Green Belt.
3. Sustainable Growth. This would see Coventry accommodate as much growth as possible within its own boundary, including on its least sensitive and 'valuable' Greenfield and Green Belt land, and then working with Warwickshire authorities to accommodate the remaining need in the most appropriate and sustainable way. This would be heavily dependent on the outcomes of the Joint Green Belt review and other relevant evidence.

1.15 To help inform the period of public engagement, the paper presents a list of strengths and weaknesses alongside basic maps to help illustrate each option. This supporting analysis considers economic, environmental and social factors, such as impact on the environment, investment opportunities around jobs and retail and the provision of infrastructure.

### **Supporting Sustainable Development**

1.16 It is important to note that the new Local Plan will not focus solely on housing growth and delivery. There are many other areas of planning policy that require attention and that will help support the sustainable growth of Coventry. This aspect is important in terms of considering Coventry's growth in a joined up way, creating the necessary links between housing need, jobs growth and improvements to the city's retail and leisure offer for example. As such, the local plan will seek views and comments from stakeholders and local communities on two over-arching policies that focus on sustainable development and the Duty to Cooperate. The first is a specific requirement linked to national guidance and ensures the Council's Local Plan will promote sustainable development in all aspects of its plan. The second identifies the Council's on-going commitment to joint working with its neighbours around evidence and the delivery of strategic matters such as housing, employment and infrastructure.

1.17 Summary notes on thirteen policy chapters are then presented and although no specific policies are proposed each respective chapter provides an overview of the policy direction and highlights key areas of consideration. These should not be read in order of importance or priority. These include:

1. Employment and economic growth. Provides a policy basis that promotes economic growth, job creation and prosperity. It draws links to the LEP and the



SEP, looks to focus new office development to the city centre, protect the best employment land and focus other new employment provisions to the most sustainable locations. It will also retain a 'minimum reservoir' of available employment land to support new development.

2. Wider housing issues. Provides a policy basis for providing new affordable housing, improving the existing stock, prioritising new purposes built student accommodation, care homes and provide adequate sites for gypsies and travellers.
3. Shopping and centres. Promotes a city centre first approach and restricting out of centre retail. Provides a policy basis for considering the impacts of hot food takeaways on public health.
4. Social, community and neighbourhood. Promotes the city centre as a focal point for new social, community and leisure provisions. Includes support for universities and school rebuilding plans whilst providing a basis for considering new school and places of worship applications.
5. Conservation and heritage. Re-confirms the designated conservation areas and looks to protect the city's heritage assets. The loss of such assets will not be accepted whilst a steer is provided about appropriate design within conservation areas.
6. Health and wellbeing. This is the first time that a Coventry Local Plan will contain specific policy guidance on health and wellbeing since the 1950s. It will promote active travel, access to healthy food, improved housing quality, and adequate provision of green spaces and improvements to air quality. Together these factors will help reduce health inequalities and improve life expectancy. The introduction of Health Impact Assessments will also be explored as part of significant new development schemes.
7. Green infrastructure (green spaces). Policy will look to enhance existing green infrastructure and improve the network of green spaces throughout the city. It will look to protect the most valuable and sensitive green spaces, including ancient woodlands and Sites of Special Scientific Interest (SSSI), enhance biodiversity and provide new green infrastructure opportunities throughout the city and as part of new development schemes. Green Belt boundaries will be managed in balance with the need for new homes and employment opportunities as appropriate and as informed by evidence.
8. Urban and landscape design. The chapter promotes excellent design throughout the city, promoting accessible public spaces and connectivity. Any release of land from the Green Belt to support development needs, will be subject to particular design standards.
9. Transport and movement. Existing transport networks will be enhanced and new transport routes provided as and where required to support new homes and employment opportunities. A change in lifestyle choices will be promoted to encourage further increases in walking, cycling and public transport usage. A fluid and well-connected transport network is identified as vital to the city's continued economic growth.
10. Environmental management. To support carbon reduction and improvements to air quality and renewable energy production. Blue and green

infrastructures are highlighted within the context of drainage and flood risk management. Improved building standards are encouraged in conjunction with building regulations, as is climate change adaptation.

11. Minerals and waste. The chapter promotes a reduction of average waste generation whilst encouraging recycling of materials in development and joint working to ensure adequate mineral provision to support development.

12. Infrastructure. This chapter highlights the importance of ensuring adequate infrastructure is provided to support sustainable development. To support the chapter an appendix to the Local Plan is included to provide an initial insight into infrastructure needs associated with growth. This includes necessary provisions to support the delivery of possible urban expansion opportunities. This will also help stimulate debate with service providers to help expand this area of work and knowledge.

13. Monitoring. The final chapter highlights a number of areas for monitoring in order to assess the progress of the plan once it's adopted.

1.18 To summarise, the purpose of this version of the Local Plan (included at Appendix 1) is to actively engage and begin the conversation with all residents and stakeholders with regard to:

- The most appropriate, deliverable and sustainable approach to delivering the housing needs of Coventry within the context of the wider Housing Market Area
- Whether or not the Council's desire to support the city's recent employment growth and continued economic progress through the increased delivery of new, high quality homes is supported by communities and stakeholders
- Whether or not the draft policies relating to sustainable development and the Duty to Cooperate are considered adequate and appropriate to support the Local Plan
- Whether the summary notes for the thirteen policy chapters cover all necessary policy areas and provide a suitable steer to help develop new local policy in the next stage of the Local Plan.

### **The Local Development Scheme (LDS)**

1.19 Accompanying this stage of the new Local Plan is an update of the Local Development Scheme (LDS). The LDS is a mandatory requirement of the Planning and Compulsory Purchase Act and sets out the documents that Coventry City Council intends to prepare as part of the new Local Plan and the timetable within which they will be prepared.

1.20 The Council's LDS was last updated to support the 2012 version of the Core Strategy, and since that document has now been withdrawn there is no up to date LDS to set out how the new Local Plan will be progressed and developed.

1.21 The LDS contains three separate documents planned for development.

1. The first is the Local Plan itself, which is expected to reach public examination late next year with adoption in 2016.
2. The second document is the City Centre Area Action Plan which will be consulted on for the first time in early 2015, and is expected to be adopted in summer 2016.
3. The third is the Community Infrastructure Levy (CIL), which will again be consulted on for the first time in early 2015 before being adopted by summer 2016.

## **2. Options considered and recommended proposal**

- 2.1 In relation to the Local Plan there are three realistic options. The first of these is to do nothing and not progress a Local Plan. This option is not realistic as without a Local Plan the Council will be subject to planning by appeal, having little or no control over planning within its own administrative boundaries.
- 2.2 The second option would be to publish a raft of growth options for detailed consultation. This option would mean the Local Plan would fail to comply with national guidance around objectively assessed housing need, and outlines an approach that could in practical terms result in the managed decline of Coventry. The Council has consulted with local communities and key stakeholders on numerous occasions over the last 10 years, with particular focus on the number of homes proposed for Coventry. The responses received have largely been consistent, well presented and justified in their approach. To consult on a number of detailed options that would not be realistic or appropriate to delivering the growth needs of the city is not considered reasonable or justified and has been discounted for this reason.
- 2.3 The third option is presented within this report and the Paper at Appendix 1. This involves engaging key stakeholders and the local community in relation to the evidenced level of housing need, including the recent information published by the ONS and the delivery pressures associated with it. It also draws on the consistent and well-argued consultation responses received over recent years to identify three scenarios, including a preferred approach, around how growth is provided. With support from the Sustainability Appraisal process and building upon consultation exercises that have covered the previous 10 years, this considers all reasonable alternatives and seeks to engage with local people and key stakeholders in the development of the new Local Plan for Coventry.
- 2.4 In relation to the LDS there are two realistic options. The first is again to do nothing. This option is discounted as to not produce a LDS would prevent the Council from formally setting out its timetable for developing its new Local Plan and supporting documentation. It would also mean the Council would fail to meet one of the statutory requirements of the Planning and Compulsory Purchase Act.
- 2.5 The third option is recommended by this report and would see the Council discharge one of statutory requirements in setting out the timetable for producing its new Local Plan and supporting documents.

## **3. Results of consultation undertaken**

- 3.1 Numerous periods of public consultation have taken place since 2004 that have related to the development of the Local Plan (or the Core Strategy as it was previously known). The results of this consultation have been reported to Council at numerous times in the last ten years.
- 3.2 The recommended seven week period of public engagement will be the first consultation exercise in relation to this version of the Local Plan. The representations received during this period will be analysed by Officers. The outcome of the consultation and any consequent changes to the Local Plan will be reported to Scrutiny in November and Cabinet and Council in early 2015.

## **4. Timetable for implementing this decision**

- 4.1 Subject to approval by Cabinet and Council, the new Local Plan – Delivering Sustainable Growth Paper will be launched for a seven week engagement period with the public from Friday 12 September. The engagement period will close on Friday 31 October 2014.
- 4.2 Subject to the approval by Cabinet and Council the Local Development scheme will then be published on the Council's website with immediate effect and establish the timetable by which the Local Plan and supporting documents will be delivered.

## **5. Comments from the Executive Director, Resources**

### **5.1 Financial implications**

The only costs resulting directly from the recommendations in this report are associated with the proposed public engagement that relates to this stage of the Local Plan paper and are principally concerned with printing and postage of letters and the document itself. These costs will be absorbed within existing budgets.

### **5.2 Legal implications**

The proposed consultation period of seven weeks exceeds the usual minimum specified by the regulations, and by the Council's adopted Statement of Community Involvement, for a planning policy consultation period. This will provide extra time to engage with local people and key stakeholders.

The proposed period of public engagement will help to ensure that the Council can demonstrate that it has considered all reasonable alternatives when considering its approach to housing growth and delivery mechanisms, and that it has involved the local community and others with an interest in the process. This substantially increases the chances that, in due course, the Core Strategy will be found to be legally compliant by the independent Inspector.

In addition, through this version of the Local Plan the Council will continue to engage constructively and actively with its neighbouring authorities as part of the Duty to Cooperate, as set out in Section 33A of the Planning and Compulsory Purchase Act 2004 (as introduced by the Localism Act 2011).

It is considered that this period of community and stakeholder engagement confirms to the requirements of the Planning and Compulsory Purchase Act 2004, the Localism Act (2011) and other associated regulations, the National Planning Policy Framework 2012, and National Planning Policy Guidance (2014).

## **6. Other implications**

### **6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**

- A prosperous Coventry: Choosing the right approach to delivering the city's housing needs will ensure that sufficient new homes are provided to meet the needs of local people, and that businesses are not deprived of staff through a lack of housing;
- Citizens living longer, healthier, independent lives: Choosing the right approach to delivering the city's housing needs will help promote improvements to existing housing stock and provide adequate new housing of high build quality. The most valuable and sensitive green spaces will also be protected from inappropriate development. The new

Local Plan will also contain specific policy promoting improvements to health and wellbeing including improvements to health inequalities and life expectancy.

- Making Coventry an attractive and enjoyable place to be: Choosing the right approach to delivering the city's housing needs will strike the correct balance that provides enough new homes for local people, whilst protecting the most valuable and sensitive areas of green space from inappropriate development
- Providing a good choice of housing: Choosing the right approach to delivering the city's housing needs will ensure that sufficient new homes are provided to meet the needs of local people
- Making places and services easily accessible: Choosing the right approach to delivering the city's housing needs will, in practical terms, ensure that the right amount of new development happens to ensure that services are viable and accessible. The Local Plan will also promote sustainable development with adequate provision of infrastructure and improved accessibility to key services and facilities.
- Encouraging a creative, active and vibrant city: The New Local Plan will promote a city centre first policy, establishing the centre as the hub for new retail, leisure and community investment. Choosing the right approach to delivering the city's housing needs will, in practical terms, ensure that the right amount of new development happens to ensure that new and existing services are viable and accessible.
- Developing a more equal city with cohesive communities and neighbourhoods: One of the benefits of choosing the right approach to delivering the city's housing needs will be that more people will be adequately housed, with greater access to new jobs, leisure provisions and community facilities.
- Improving the environment and tackling climate change: Choosing the right approach to delivering the city's housing needs will, in practical terms, bring about improvements to areas in need of investment, and will protect the most valuable and sensitive areas of green space from inappropriate development.

## **6.2 How is risk being managed?**

Due to the nature of this paper there are limited risks associated with this version of the Local Plan. By virtue of its nature, the paper itself seeks to minimise the risks that may arise at the next stage by engaging with key stakeholders and local people early in the process. The principle risks will become clearer at the next stage of the Local Plan following further consideration of housing growth and distribution through the Duty to Cooperate.

## **6.3 What is the impact on the organisation?**

No direct impact.

## **6.4 Equalities / EIA**

The Council will be undertaking a full Equality and Consultation Analysis (ECA) on the New Local Plan as it is developed over the coming months. The period of community and stakeholder engagement, due to start in September, will inform the ECA and enable the impact of the new Local Plan on key protected groups in the city to be fully understood and considered by elected members prior to finalisation of the Plan.

Notwithstanding, and regardless of the level of housing to be delivered or the geographical distribution of it, there are likely to be significant economic and social benefits to the city through the development of new homes and employment opportunities in Coventry. This will be promoted by urban regeneration and the redevelopment of land currently sitting vacant and derelict as well as increased opportunities for job creation and the delivery of new infrastructure.

## **6.5 Implications for (or impact on) the environment**

At this point, there are expected to be some environmental impacts brought about by the level of housing outlined in this report and the likely need to release land from the Green Belt to meet the development needs of the city. The Local Plan does however contain commitments to protecting the city's highest value and most sensitive green spaces. Detailed assessment of these issues can be found in the Sustainability Appraisal Report (SA/SEA) that will be made available alongside this version of the Local Plan and will help inform community and stakeholder engagement.

## **6.6 Implications for partner organisations?**

There are no implications for partner organisations that cannot be mitigated or managed through the supporting work that has already been undertaken and will be prepared by the Council as it moves towards the final version of its new Local Plan.

There will however be potential implications for the Council's neighbouring authorities as part of the Duty to Cooperate. The extent of these impacts will largely depend upon the distribution of housing growth and how the respective authorities prepare their own Local Plans. These impacts are however expected to be minimised through the on-going development of a shared and consistent evidence base and will be considered through an active, constructive and on-going process as part of the Duty to Cooperate.

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# **The New Coventry Local Development Plan (2011 – 2031)**

**Delivering Sustainable Growth  
September 2014**

## **1. Introduction**

This paper provides the next step in delivering a new Local Plan for Coventry. Although its principle focus is to consider how the city's housing needs will be met between 2011 and 2031 it also provides a baseline for other areas of policy. These will not necessarily be affected by the geographical distribution of housing needs and will reflect other evidence, challenges, opportunities and requirements.

This is the first stage of community and stakeholder engagement since the Council withdrew its previous Core Strategy from examination in March 2013 and reflects a period of evidence gathering in order to respond to the issues raised by the Inspector.

In preparing this paper the Council have had full regard to the Inspectors correspondence in 2013 as well as the National Planning Policy Framework (2012), National Planning Policy Guidance (2014) and the Localism Act (2011). The development of this paper has also given full regard to the latest evidence documents available to inform policy and given full consideration to consultation responses that have been received to previous versions of the Local Plan (or Core Strategy as it was known) dating back as far as 2004 but as recent as 2012.

## **2. Background**

In recent years the Council have undertaken a range of consultation exercises on various stages of developing a new Core Strategy. These consultations have considered all aspects of planning policy, although the fundamental focus has always been around the level of growth and how that growth is delivered. Chapter 2 of this paper provides a timeline which tells the story of this journey.

Of key importance though are the introduction of the Localism Act in 2011, the formal revocation of Regional Strategies in 2013 and the introduction of the National Planning Policy Framework (NPPF) in 2012. This means Local Planning Authorities (LPA) are no longer guided by Regional Spatial Strategies when establishing their housing requirement, but are able to identify their own housing needs for their housing market area. This must however be considered jointly with neighbouring authorities where market areas cross council boundaries.

In the Inspectors commentary of 2013, he was clear that the Coventry housing market area covered much of Warwickshire, with a particular focus on the Local Authority areas of Warwick, Rugby and Nuneaton and Bedworth. As such, the housing needs of the market area have been examined through an independent study completed by GL Hearn planning consultants in November 2013.

## **3. National Guidance**

The National Planning Policy Framework (NPPF) was published in May 2012 and replaced all existing Planning Policy Statements and Guidance (PPS and PPG). The new National Planning Policy Guidance notes were then published in March 2014 and have replaced the vast majority of supporting guidance documents and notes.

The Localism Act (2011) introduced regulations that encourage a movement away from Local Development Frameworks and Core Strategies, back towards a Local Plan type document. In simple terms this means planning policy will be focused towards a single document covering all high level policy and site allocations instead of a range of documents covering different topic areas. As such, the NPPF refers to the development of Local Plans and is clear that any additional documents should only be used where clearly justified. It is for this reason that the city council are rebranding this document as the Local Plan instead of a Core Strategy. One additional document will be produced to support the regeneration of the City Centre, but this is clearly justified by the economic and social importance placed upon the City Centre and will be subject to separate periods of community and stakeholder engagement.

Paragraph 150 of the NPPF states that “Local Plans are the key to delivering sustainable development that reflects the vision and aspirations of local communities”. They “must be prepared with the objective of contributing to the achievement of sustainable development” and include a “presumption in favour of sustainable development”. Where appropriate the development of plans and evidence must be considered jointly with neighbouring authorities and key stakeholders. This is part of the Duty to Cooperate.

#### **4. The Duty to Cooperate**

Satisfying the Councils responsibilities through the Duty to Cooperate is vital to the delivery of an acceptable Local Plan.

The Council must ensure it engages with its neighbours and key stakeholders in an active, constructive, effective and on-going basis on a range of strategic policy issues. Such issues include:

- The delivery of housing
- The delivery of key employment opportunities
- Any amendments to Green Belt boundaries
- The delivery of significant infrastructure projects

The City Council have managed key elements of the Duty to Cooperate through joint working, evidence gathering and information sharing alongside its neighbouring authorities, the Local Enterprise Partnership (LEP) and Local Nature Partnership (LNP). Such work has included:

- Joint Strategic Housing Market Assessment (SHMA) (2013)
- 2012-based Sub-National Population Projections: Implications for Housing Need in Coventry & Warwickshire (Joint SHMA Annex 2014)
- Joint Green Belt Review (2009) – report to be updated for 2014
- Strategic Flood Risk Assessment for Coventry and Warwickshire
- Water Resources Study
- Assessment of Employment Land Requirements for Coventry and Warwickshire (2014)
- West Midlands Strategic Employment Land need assessment (being prepared - 2014)
- Local Aggregates Assessment for the West Midlands Metropolitan Authorities (2014)
- Duty to Cooperate meetings for Coventry and Warwickshire authorities

- Duty to Cooperate meetings for West Midlands Metropolitan Authorities
- West Midlands Planning Officers Group
- Establishment of a Coventry and Warwickshire Economic Prosperity Board (Joint Committee) for council leaders and the LEP
- Acceptance of City Deal and Submission of the Strategic Economic Plan (SEP) for Coventry and Warwickshire and Hinckley and Bosworth.
- Establishment of Coventry and Warwickshire Coordinated Monitoring Group
- West Midlands Resource Technical Advisory Body to respond to strategic waste issues
- West Midlands Transport Officers Group

The Councils continued commitment to joint working and active and constructive cooperation is set out in chapter 4 of this Paper, including a draft policy proposal.

### 5. Identifying Objectively Assessed Housing Need

Following the recommendations of Coventry’s Core Strategy Inspector in 2013, the City Council, alongside its neighbouring Warwickshire authorities jointly commissioned a Strategic Housing Market Assessment (SHMA). Such a study is a fundamental requirement of the NPPF and is essential to identify the housing needs of the area. As such, this study covered the whole of Coventry and Warwickshire and provided evidence to suggest that the 6 authorities formed a Strategic Housing Market Area (Strategic HMA), with a specific focus on the urban area of Coventry. The study also showed that although the 6 authorities formed a Strategic HMA that some authorities experience stronger links than others and that there were also links, particularly at the fringes of the Strategic HMA with neighbouring markets such as Worcestershire and the Greater Birmingham conurbation.

The study was developed independently by GL Hearn planning consultants and made a number of recommendations, most notably around the Objectively Assessed Need (OAN) for housing. The study made the following recommendations about housing need:

**Table 1: Objectively Assessed Need (OAN) in the Joint SHMA (2013)**

Local Planning Authority	Total OAN 2011-2031	Annual OAN
Coventry City Council	23,600	1,180
Warwick District Council	14,400	720
Rugby Borough Council	13,200	660
Nuneaton and Bedworth Borough Council	9,900	495
North Warwickshire Borough Council	3,500	175
Stratford on Avon District Council	11,400	570
<b>Housing Market Area</b>	<b>76,000</b>	<b>3,800</b>

In addition to identifying the OAN, the Joint SHMA also made recommendations around the need for affordable housing, older persons housing and the types, sizes and tenures of new homes.

Since the Joint SHMA was completed the Office for National Statistics (ONS) has published new sub-national population projections (to a 2012 baseline and 2013 mid-year estimates). This data provides new trend based data on fertility, mortality and migration, taking account of the Census results from 2011. The ONS data suggests there is some variation between the projected level of growth recommended in the Joint SHMA and the ONS data at Local Authority level, however the total growth projected for Coventry and Warwickshire as a whole is largely consistent. In order to gain a full understanding of this new data GL Hearn have again been commissioned jointly by the Coventry and Warwickshire authorities to undertake an annex to the Joint SHMA and investigate the impact this new ONS data has on the Joint SHMA recommendations and the housing needs of the strategic HMA.

The table below (table 2) identifies the recommended number of dwellings that would be required based on the new ONS data. As part of its conclusions however the annex to the Joint SHMA places greater emphasis on the overall needs of the strategic HMA (so Coventry and Warwickshire as a whole), which conforms to the NPPF. The Annex to the Joint SHMA recommends that this level of annual need (for Coventry and Warwickshire as a whole) has increased slightly from 3,800 a year (as shown in Table 1) to 4,000 homes a year (as shown in Table 2), so an annual increase of just 200 homes or around 4,000 homes over a 20 year period. The study suggests that at the local authority level there are changes in the level of housing need, but again that it is the total need of the strategic HMA that remains of greatest importance.

**Table 2: Updated Housing Need (2012 based SNPP) – Joint SHMA Annex (2014)**

<b>Local Planning Authority</b>	<b>Updated Housing Need 2011-2031 based on 2012 SNPP</b>	<b>Annual Need</b>
Coventry City Council	36,220	1,811
Warwick District Council	12,120	606
Rugby Borough Council	9,060	453
Nuneaton and Bedworth Borough Council	8,440	422
North Warwickshire Borough Council	4,080	204
Stratford on Avon District Council	10,160	508
<b>Housing Market Area</b>	<b>80,080</b>	<b>4,004</b>

The variations at local authority level and the difficulty of projecting housing need is reflective of using short term demographic trends, and is amplified by considering further aspects such as affordability, household formation, economic growth, travel to work patterns and migration. Housing need must also be considered within the context of deliverability, sustainable development and housing land supply (which is considered further below). What this does identify however is an upward pressure on housing needs within Coventry and to a much lesser extent across the Housing Market Area as a whole, with a principle movement of population towards the urban area of Coventry. The most important difference however between the recommendations of the Joint SHMA (2013) and

the SHMA Annex is one of distribution and not overall need for housing across the housing market area.

As such, it is reasonable to expect that the initial OAN identified in the Joint SHMA will reflect a minimum requirement for Coventry up to 2031, and that the Duty to Cooperate, most notably with the cities Warwickshire neighbours, will form an integral part of meeting and delivering this housing need. At the current time the Coventry and Warwickshire Economic Prosperity Board (Joint Committee) have given their support for the Joint SHMA (2013) and a number of Warwickshire authorities have already progressed significantly through their plan preparation with a view to meeting their component requirements of this assessment. Table 3 (below) highlights the progress made by the Warwickshire authorities and the level of housing they are currently planning for. The table shows housing requirements on an annual basis for ease of reference, as each authority is currently working towards slightly different plan periods. It excludes data for Coventry so should not be used as a direct comparison to the tables above.

**Table 3: Status of Warwickshire Local Plans**

<b>Warwickshire Local Planning Authority</b>	<b>Plan Status</b>	<b>Annual Housing Requirement</b>
Warwick District Council	Representations finished on Publication Draft (July 2014)	715
Rugby Borough Council	Adopted Local Plan 2011 (550 a year) but finished first round of consultation on Local Plan update in July 2014	660
Nuneaton and Bedworth Borough Council	Preferred Options Core Strategy consultation finished May 2013 , but have subsequently expressed general support for increasing the figure to meet their needs identified in the Joint SHMA.	439
North Warwickshire Borough Council	Main Modifications published June 2014 following public examination of Core Strategy (Jan 2014).	175
Stratford on Avon District Council	Representations finished on Publication Draft (July 2014)	540
<b>Total Planned Development in Warwickshire (per annum)</b>		<b>2,529</b>

The progress of many of these plans suggests a solid commitment to continuing the housing distribution evidenced by the Joint SHMA. The City Council recognises however that following the updated information provided by GL Hearn that the Warwickshire authorities may wish to review their housing provisions, so far as they relate to their local housing needs. As will be discussed below however, there are clear pressures emerging within Coventry's own administrative boundary that constrain the city's capabilities to meet its full housing needs, especially within the context of Table 2 (above). As such, the current

approach to planning for housing needs set out in the Joint SHMA (2013) continues to offer a solid basis upon which to plan for and deliver the housing needs of the Housing Market Area in a sustainable and deliverable way and that conforms to national guidance.

It is particularly important however to consider the city’s housing need in the context of sustainable development, the Duty to Cooperate and deliverability. Table 4 for example, highlights average annual house building rates over a number of 5 year periods. This shows that until recently average building rates in the City were declining. It is only recently that they have recovered, indeed with annual completions for 2014 exceeding 1,000 new homes. As such, the annual level of housing need identified by the Joint SHMA would represent a step change for Coventry in terms of housing delivery, whilst also presenting a similar opportunity across Warwickshire. The higher requirement would again represent a further step change in housing delivery across the market area, but a significant uplift on recent delivery trends in Coventry. To deliver this higher figure in Coventry alone would require levels of housing delivery akin to those seen in the 1950’s when Coventry was experiencing strong economic growth as one of the country’s largest and most influential cities. It is only prudent however to consider the short and long term deliverability of these figures. For example whether adequate infrastructure could be provided to support the delivery of such growth, and whether the development industry and provision of raw materials are adequately resourced to respond to it.

**Table 4: Past Annual Average Delivery Rates**

<b>5 year period</b>	<b>1951-1955</b>	<b>1961-1965</b>	<b>1981-1985</b>	<b>1991-1995</b>	<b>2001-2005</b>	<b>2009-2013</b>	<b>Joint SHMA</b>	<b>New ONS based Data</b>
Avg. homes built a year	2,150	1,476	795	509	468	759	1,180	1,811

Having regard to the above discussion, it is the view of the city council that Coventry’s minimum level of Objectively Assessed Housing Need is 23,600 homes between 2011 and 2031 (1,180 a year), which in itself would represent a step change in housing delivery for Coventry. Given its position at the centre of the strategic Housing Market Area (of Coventry and Warwickshire) however the new data issued by the ONS suggests there may be some upward pressure on this minimum level of housing need, which is reflective of continuing trends in national population projections. There are also economic growth pressures emerging from the Strategic Economic Plan (SEP) and the types of economic growth necessary to support the sub-region in realising its full economic potential (this will be discussed further below). This not only takes the form of land for employment provisions but also for additional homes to support the growth in jobs. This is not a new phenomenon though. Table 4 shows that during the 1950’s and 60’s the rate of house building in Coventry was significant, reflecting a period of economic growth and prosperity for the city. The data from the ONS is telling us that people are moving to Coventry and that fewer people are leaving. It also tells us that more people are having children and that life expectancy is improving. This means the city demonstrates a significantly younger population profile than

its Warwickshire neighbours, providing a growing employment base that will increasingly require high quality jobs, educational opportunities and homes. The alternative is to allow these people to leave the city in search of jobs and homes elsewhere in the country.

With this in mind the City Council are committed to continued and constructive engagement, through the Duty to Cooperate, with its Warwickshire neighbours to secure the most appropriate and sustainable locations for housing growth across the Housing Market Area. Where need can realistically be considered to originate from the city and where appropriate, sustainable and deliverable the Council will support its Warwickshire neighbours in bringing forward land for housing and employment that sits adjacent to the city's existing boundaries. This will ensure infrastructure needs are met in full across administrative boundaries (where and as appropriate). It will also help to ensure that the planning for the areas housing needs reflects the distribution issues associated with the new ONS based projections and the economic needs of Coventry and Warwickshire.

## **6. The Supply of Housing Land**

The availability of land considered suitable for housing is assessed on a regular basis. The assessment is undertaken through a Strategic Housing Land Availability Assessment (SHLAA), which is technical evidence document supporting the development of the Local Plan. It includes the following components:

- Completions since the start of the plan period;
- Sites with planning permission;
- Sites currently being developed;
- Remaining Site Allocations in the existing Development Plan
- Sites identified within the SHLAA as having potential for housing (SHLAA sites)
- An allowance for sites of less than 5 homes that cannot be identified through the SHLAA (a windfall allowance).

The draft SHLAA (2014) shows that between 2011 and 2031 approximately 16,500 new homes can be accommodated within or adjacent the existing urban area. Of these around 80% would be on brownfield land. This does not include any sites currently identified within the Green Belt, other than those which already have planning consent<sup>1</sup>.

In addition to this, the SHLAA also highlights land within the Green Belt that could be suitable for between 6,000 and 7,100 homes (depending on density and deliverability assumptions). These sites are however subject to on-going examination through the Joint Green Belt Review and further evidence gathering through Environmental analysis and Infrastructure assessments, as well as additional input and feedback resulting from this period of public engagement.

With this in mind, Coventry could potentially deliver all its housing need within its own boundary (based on the Joint SHMA figure), but at the same time could have a shortfall of around 1,100 homes against the same number. This will depend on further evidence and

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<sup>1</sup> For example small parts of the NDC regeneration programme around Wood End and Manor Farm



engagement with stakeholders and the local community. In relation to the higher level of growth however it would be clear that at this stage a shortfall of up to 13,720 homes could be realised if it were applied solely to Coventry. When considered in the context of Coventry and Warwickshire as a whole however, only 4,000 of these homes are not already being planned for through respective Local Plan processes<sup>2</sup>.

All further work undertaken to ascertain how the city's housing need will be met, will be undertaken in a transparent way and in full accordance with the Duty to Cooperate.

The purpose of this paper and its supporting evidence is to therefore provide an opportunity for the people of Coventry to contribute towards this on-going evidence gathering process. As set out in the NPPF the Local Plan must reflect the needs of local people and local communities whilst seeking to deliver the most sustainable forms of development. As such, the Council wholeheartedly welcomes input from local people and other key stakeholders to help progress the new Local Plan for Coventry and ensure it delivers the right amount of housing in the right locations, of the right size and quality to support the continued growth of the city.

## **7. Economic Growth**

As well as providing new homes it is vitally important that the city's economy is supported and able to grow, providing new jobs and investment into the city. For too long Coventry has punched below its weight and has lost jobs and employment opportunities to other parts of the country. This is a trend that needs to be reversed to help return Coventry to the status of a 'top 10 city'. As a result of focused action and delivery by the Council and the Local Enterprise Partnership the city's decline has, in recent years, been challenged and is now being reversed. The housing pressures outlined in this report is testimony to the growing demand from people who want to live and work in the city, and who are increasingly attracted to the area as a result of the resurgence of manufacturing industries in the sub-region, the success of our two world class universities and the growth in jobs across many sectors. With this in mind the City Council are fully supportive of a number of economic growth projects actively on-going within and immediately adjacent to Coventry. These include:

- Friargate – Office led regeneration of the Coventry train station and surrounding area;
- Coventry and Warwickshire Gateway (including Whitley Business Park) – Significant investment in advanced manufacturing, logistics, and hi-tech research and development opportunities to the south and south east sides of the city;
- Support for continuing expansion of both The University of Warwick and Coventry University as well as the Coventry and Warwick University Hospital;
- The Occupation and potential expansion of Ansty Park to the north east of the city;

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<sup>2</sup> This increases to 5,100 if the lower density assumption is applied to Coventry's potential housing capacity on Green Belt sites.

- The final completions at ProLogis Logistics Park, Ryton on the city's eastern boundary;
- The continued regeneration of the employment land at Brown's Lane;
- Numerous employment land opportunities within the existing urban area such as Parkside, Whitmore Park and Paragon Park.

This list should not be considered exhaustive however, and the City Council remain committed to supporting new employment opportunities throughout the city. Indeed, through the Local Plan, land availability will need to be considered in balance to ensure sufficient and suitable land is identified for both new homes and new employment opportunities. The importance of this balance is becoming increasingly real. In the first 3 years of this plan period land previously considered suitable for in excess of 700 homes in the urban area has been reoccupied and redeveloped for employment based opportunities, all creating new jobs across the city.

At the current time the Council has identified at least 85Ha of employment land within the city and at ProLogis Park Ryton that is either readily available for development or currently under construction. How this identified supply will relate to and satisfy the needs of the city and wider sub-region (where appropriate) will be considered further as the plan evolves. This will be informed by two pieces of on-going evidence work, the first in partnership with neighbouring authorities across Coventry and Warwickshire and the Coventry and Warwickshire LEP and the second with local authorities and LEP's across the West Midlands.

In addition to traditional employment uses Coventry's City Centre will continue to experience regeneration and job creation through the City Centre South Project, Bishopgate proposals, the Coventry University masterplan and Friargate. Together these will promote new homes within the city centre alongside significant enhancements in retail, leisure, community uses, the public realm, transportation and green spaces, all of which will promote job growth and prosperity within the city centre.

Economic growth and inward investment will be key to supporting the overall growth aspirations of Coventry and Warwickshire as a whole, which is clearly identified through the SEP and supported by the Local Economic Partnership.

The Annex to the Joint SHMA investigated the growth aspirations included in the SEP and considered the impact that the economic growth forecasts would have on housing need. The SEP used data provided by Cambridge Economics, which differs to the Experian projections used in the Joint SHMA (2013). Although both sets of data were taken from similar points in time, the difference in results is reflective of the assumptions made within the models, most notably around the projected growth of different employment sectors. As a result the economic forecasts of the SEP projections could place some upwards pressure on housing need for Coventry and Warwickshire as a whole as the net migration for the area may need to increase relative to that modelled in the recent ONS data (Table 2). This differs to the Experian data that was used in the Joint SHMA (2013) however, which identified the housing needs based on the economic growth forecasts were very similar to the demographic based projections, especially in relation to Coventry and the HMA as a whole.

From a Coventry perspective the projections in the SHMA Annex based on the SEP forecasts actually suggest a downward pressure on housing need requirements with greater upward pressure in Warwickshire. This is however again reflective of recent development trends within the city and a movement of employment opportunities away from the core urban area and towards the fringes of the city.

## **8. Coventry's Green Belt**

The general extent of the Coventry Green Belt was identified in the West Midlands Structure Plan (1982). It was then modified in 1986 with detailed boundaries defined in the Coventry Green Belt plan (1988) and reissued in the Unitary Development Plan (1993). The 2001 plan released 3 small areas of land from the Green Belt to facilitate jobs growth at ProLogis Park (Keresley), Whitley Park and Browns Lane, although the later has not been progressed. Other than these 3 small amendments there have been no incursions into the Green Belt since the boundaries were modified in 1986 (excluding a minimal number of acceptable developments allowed by national guidance). In the meantime Coventry's housing and employment needs have been met, largely within the existing urban area on previously developed land.

Section 9 of the NPPF however instructs Local Authorities to review their Green Belt boundaries and determine if they require adjustment to support sustainable development within their area. As stated previously Green Belt designations are a strategic issue, that cross administrative boundaries, as such a Joint Review of Green Belt boundaries has been commissioned by the six Coventry and Warwickshire authorities. The findings of this study alongside additional environmental and infrastructure evidence will help to inform the final preparation of Green Belt boundaries for Coventry.

All new developments in Coventry are subject to appropriate high standards of both urban and landscape design and the principles of sustainable development, something that this plan will strengthen as it evolves. Should land currently within the Green Belt or situated in close proximity to the Green Belt come under pressure for development however these principles of design and sustainable development will be of even greater importance. This will ensure that the characteristics of the local area are identified and reflected and that any new developments are accessible to a range of services and facilities, helping to create sustainable communities.

Prior to the adoption of the new Local Plan, which will contain the final Green Belt boundaries, development proposals that sit within the Green Belt will continue to be considered against the relevant policies contained within the 2001 Coventry Development Plan and the NPPF.

## **9. Options for Meeting Housing Need**

In addition to considering how many homes are required, the Local Plan must also consider where new homes would be built. As part of this process this paper has drawn on significant amounts of consultation that has been undertaken with local communities and key stakeholders over the last 10 years and presents three possible scenarios for delivering housing need within and potentially outside of Coventry. For the purposes of this paper

these scenarios are presented in broad terms as opposed to specific sites, although more detail of specific site opportunities are set out in the Draft Strategic Housing Land Availability Assessment (SHLAA). Scenarios 1 and 2 are presented as extreme positions, or polar opposites, and have again been drawn from consistent consultation responses received to previous versions of the Local Plan (or Core Strategy as it was known) dating back as far as 2004 but as recent as 2012. Scenario 3 is presented as the Councils preferred approach and is considered a sustainable, deliverable and justified approach to meeting Coventry's housing needs. The 3 scenarios can be summarised as follows:

1. Protect the Green Belt. This would constrain the amount of homes that would be built in Coventry by only planning for the amount of homes that could be accommodated within the existing urban area, with the vast majority on brownfield land. This would deliver up to 16,500 homes in Coventry with the remaining housing need redistributed to Warwickshire, outside of the Coventry Green Belt.
2. Building within the Boundary. This would see the city ensure all of its housing need was met within its own boundary regardless of quantum. Although evidence would be used to protect the most sensitive and valuable Greenfield and Green Belt land, it is possible that negative impacts would be generated with regards landscape character, environmental impact and effect on the Green Belt.
3. Sustainable Growth. This would see Coventry accommodate as much growth as possible within its own boundary, including on its least sensitive and 'valuable' Greenfield and Green Belt land, and then working with Warwickshire authorities to accommodate the remaining need in the most appropriate and sustainable way. This would be heavily dependent on the outcomes of the Joint Green Belt review and other relevant evidence.

## **10. Community and Stakeholder Engagement**

This paper provides the next step in delivering a new Local Plan for Coventry. Although its principle focus is to consider how the city's housing needs will be met between 2011 and 2031 it also provides a baseline for other areas of policy. As such, it contains a number of summary notes, which provide an overview of key policy areas. These summary notes will provide the basis for developing new policies in the Local plan and are largely unaffected by the quantum or spatial distribution of growth. This period of community and stakeholder engagement welcomes thoughts and comments on each of these sections with a view to helping finalise policy and evidence.

Community and stakeholder engagement will be undertaken in accordance with the Council's adopted Statement of Community Involvement (SCI).

It will begin on Friday 12<sup>th</sup> September 2014, and run for 7 weeks until Friday 31<sup>st</sup> October 2014.

As part of the process specific events will be held across the city with local communities and key stakeholders to help the Council understand areas of support and challenge in order to shape the next stage of the Local Plan.

A Sustainability Appraisal and Strategic Environmental Assessment (SA/SEA) has been undertaken, and has been used to help shape this paper and its proposals. It is available to view as part of the supporting documents released by the Council that relate to this period of engagement on the new Local Plan.

All responses should be submitted to the Council by 5pm on the 31<sup>st</sup> October 2014 and should preferably be submitted via email to: [localdevelopmentframework@coventry.gov.uk](mailto:localdevelopmentframework@coventry.gov.uk)

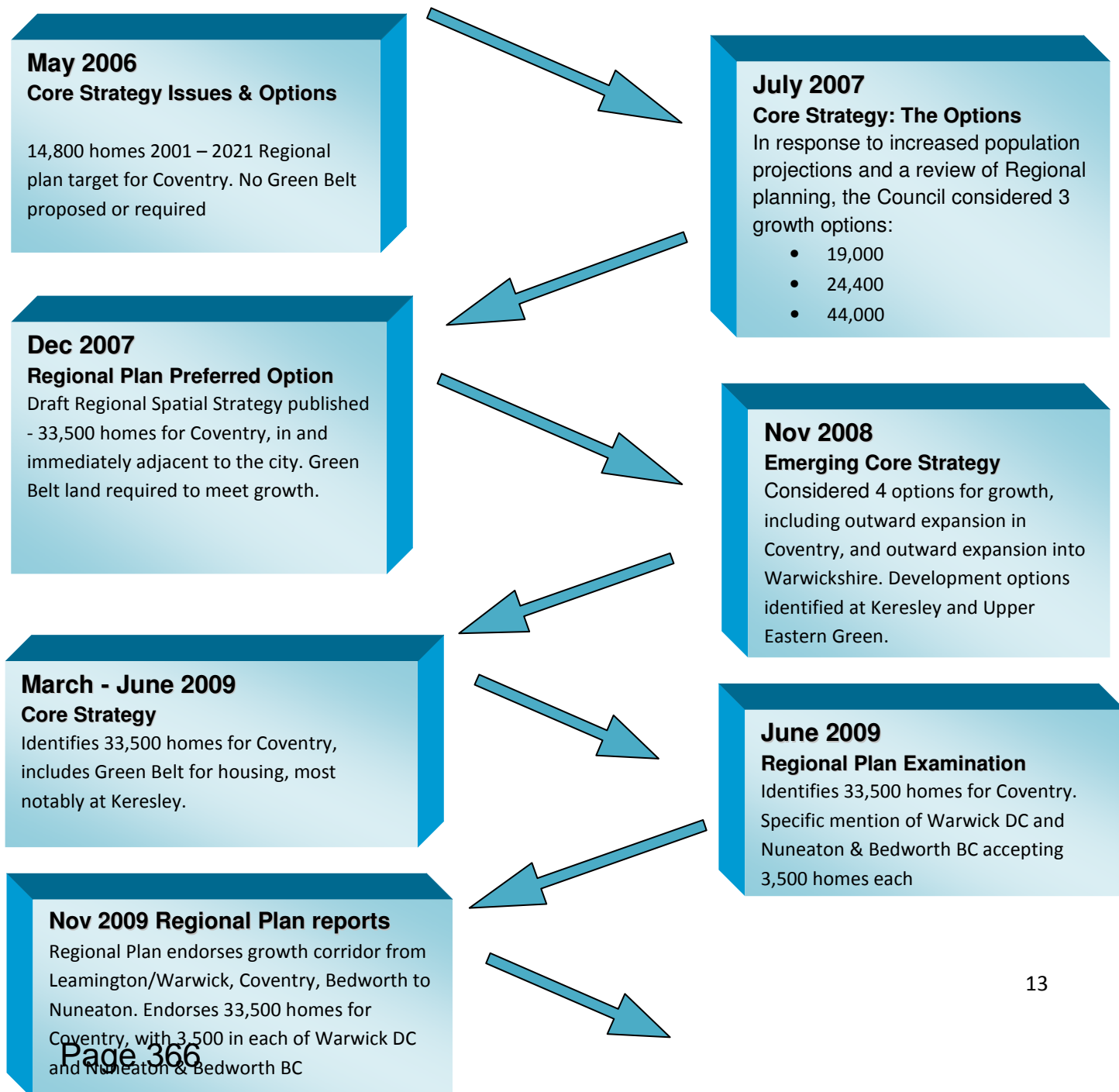
Alternatively responses can be submitted to the following address:

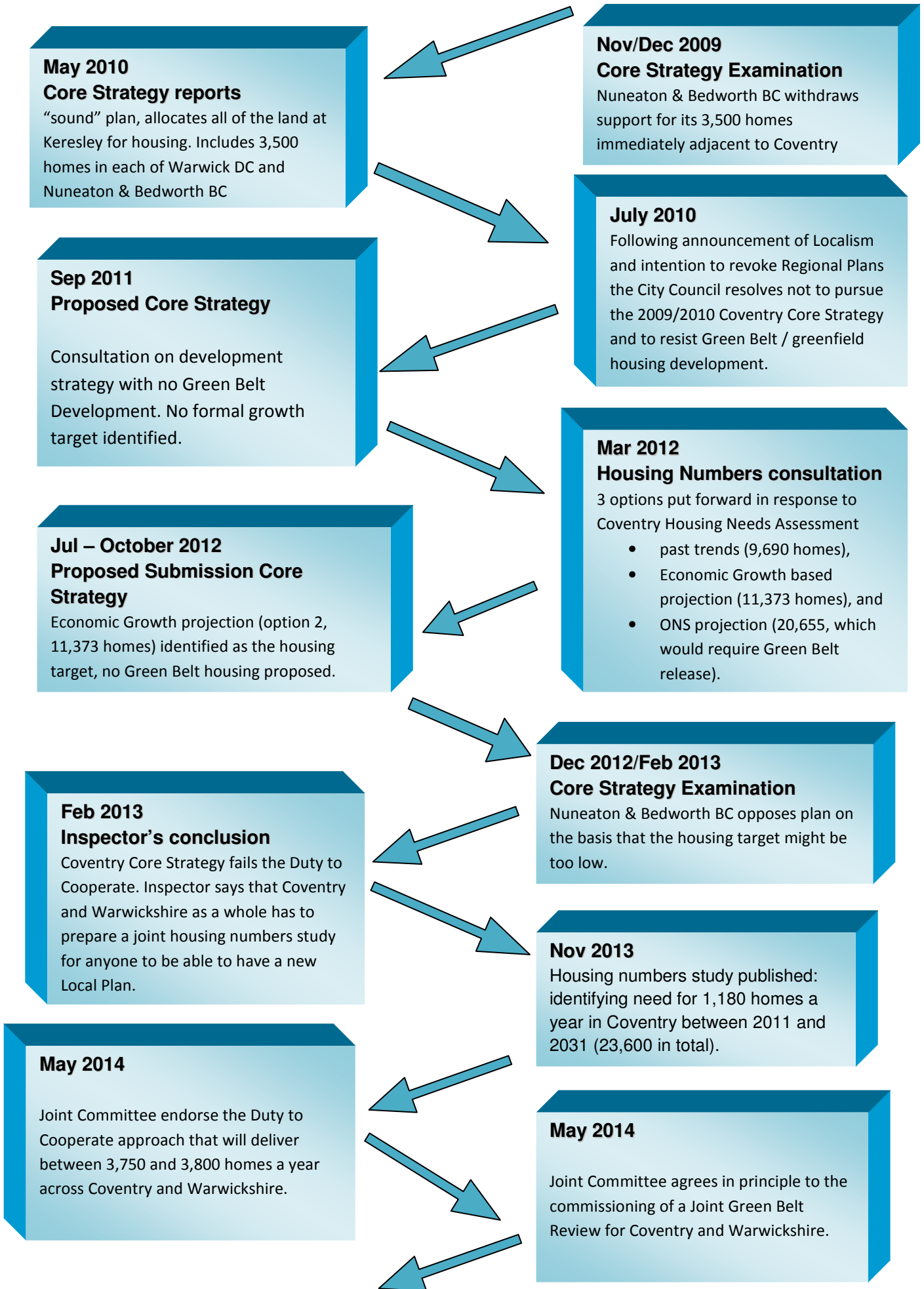
Coventry City Council Planning Policy Department  
Floor 3, Civic Centre 4  
Much Park Street,  
Coventry  
CV1 2PY

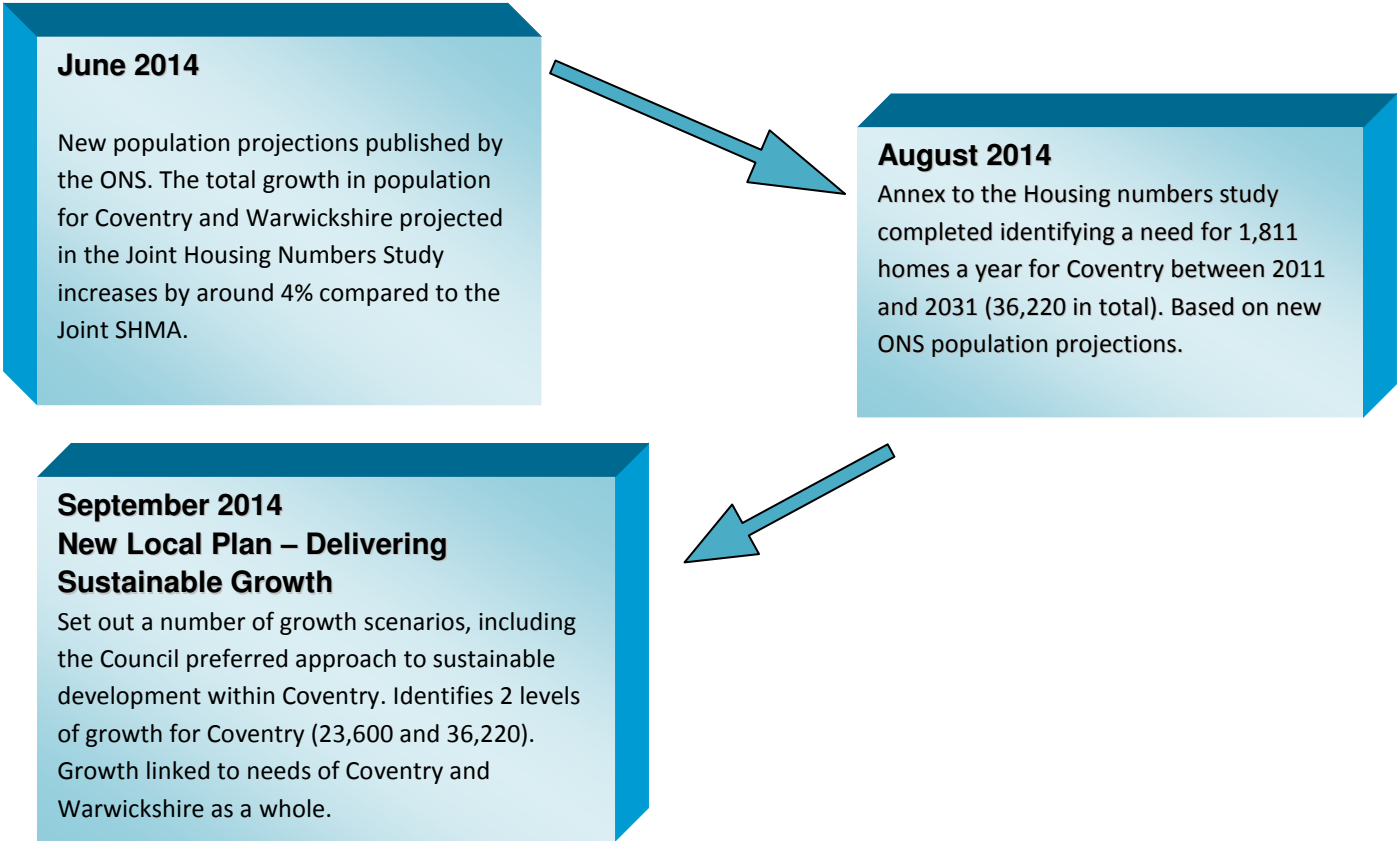
## Key Events Leading to the Current Local Plan Position

Development of the new Local Plan for Coventry has been on-going for some time, with numerous delays due largely to no fault of the Council. Changing national guidance and the removal of regional strategies have all added significant delays to the process. Notwithstanding the Council has undertaken numerous consultation exercises in recent years, which all provide an invaluable library of evidence, views and commentary which help support the development of the new Local Plan.

The existing Coventry Development Plan was adopted in 2001, with the Regional Plan adopted in 2004. In response to the Regional Plan update and move towards Regional Spatial Strategies and Local Development Frameworks Coventry City Council started work on its first Core Strategy document in 2004 with the first consultation in 2006. The story can be read as follows:







Having reviewed the storey of where we have been, we can now look forward to where we will go after this round of consultation.

Stage of Local Plan	Timeframe
<b>CIL Preliminary Draft Charging Schedule and City Centre Area Action Plan (AAP) Issued for Public Consultation</b>	February 2015
<b>Publication Drafts of Local Plan and City Centre AAP alongside the CIL Draft Charging schedule issued for period of Representations</b>	July 2015
<b>Documents submitted to the Secretary of State</b>	September / October 2015
<b>Public Examination</b>	December 2015
<b>Receipt of Inspectors Report</b>	February / March 2016
<b>Adoption of Local Plan, City Centre AAP and CIL Charging schedule</b>	May 2016



### **3. Facilitating Sustainable Growth**

It is part of the Council's vision for the city to facilitate the growth of the local economy and to provide for the growth of, and changes within, the local population. This approach is consistent with national policy which requires the Local Plan to include strategic policies to deliver the homes and jobs needed in the area and to support economic growth by planning proactively to meet the development needs of businesses and to support an economy fit for the 21<sup>st</sup> century.

Providing land for business to grow or relocate to the city is a key component of proactive planning. In doing this, this Plan seeks to maintain a balance between the number of jobs in the city and the working age population and boosting economic development and the supply of jobs.

#### **Draft Sustainable Development Policy**

When considering development proposals the Council will take a positive approach that reflects the presumption in favour of sustainable development contained in the National Planning Policy Framework. It will work proactively with applicants to find solutions which mean that proposals can be approved wherever possible, and to secure development that improves the economic, social and environmental conditions in the area, including:

- access to a variety of high quality green and blue spaces;
- access to job opportunities;
- low and wherever possible, zero carbon homes;
- use of low carbon, renewable and energy efficient technologies;
- the creation of mixed sustainable communities through a variety of dwelling types, sizes, tenures and range of community facilities
- increased health, wellbeing and quality of life;
- measures to adapt to the impacts of climate change;
- access to sustainable modes of transport;
- preservation and enhancement of the historic environment; and
- sustainable waste management.

Planning applications that accord with the policies in the Coventry Local Plan (and, where relevant, with policies in neighbourhood plans) will be approved without delay, unless material considerations indicate otherwise.

Where there are no policies relevant to the application or relevant policies are out of date at the time of making the decision then the Council will grant permission unless material considerations indicate otherwise.

This will take into account:

- Any adverse impacts of granting permission would significantly and demonstrably outweigh the benefits, when assessed against the policies in the National Planning Policy Framework taken as a whole; or
- Specific policies in that Framework indicate that development should be restricted.

#### **4. Duty to Cooperate**

The duty to cooperate is a legal test that requires cooperation between local planning authorities and other public bodies to maximise the effectiveness of policies for strategic matters in Local Plans.

The duty to cooperate was created in the Localism Act 2011, and amends the Planning and Compulsory Purchase Act 2004. It places a legal duty on local planning authorities, county councils in England and public bodies to engage constructively, actively and on an on-going basis to maximise the effectiveness of Local Plan preparation in the context of strategic cross boundary matters. The duty to cooperate is not a duty to agree. Cooperation should produce effective and deliverable policies on strategic cross boundary matters. If another authority will not cooperate this should not prevent the authority bringing forward a Local Plan from submitting it for examination. However, the authority will need to submit comprehensive and robust evidence of the efforts it has made to cooperate and any outcomes achieved and this will be thoroughly tested at the examination.

Given Coventry's geographical location between the county of Warwickshire and the West Midlands Metropolitan area, the city has a duty to cooperate with the following local authorities:

- Nuneaton and Bedworth Borough Council,
- North Warwickshire Borough Council,
- Warwick District Council,
- Rugby Borough Council,
- Stratford on Avon District Council,
- Birmingham City Council,
- Solihull Metropolitan Borough Council,
- Walsall Metropolitan Borough Council,
- Sandwell Metropolitan Borough Council,
- Wolverhampton City Council,
- Dudley Metropolitan Borough Council, and
- Warwickshire County Council.

In addition to Local Planning Authorities, other public bodies and organisations are subject to the Duty to Cooperate. These bodies are:

- the Environment Agency
- the Historic Buildings and Monuments Commission for England (English Heritage)

- Natural England
- the Civil Aviation Authority
- the Homes and Communities Agency
- each clinical commissioning group established under section 14D of the National Health Service Act 2006
- the National Health Service Commissioning Board
- the Office of Rail Regulation
- each Integrated Transport Authority
- The Local Enterprise Partnership (LEP) and Local Nature Partnership (LNP)

These organisations are required to cooperate with local authorities and the other prescribed bodies. These bodies play a key role in delivering local aspirations, and cooperation between them and local planning authorities is vital to make Local Plans as effective as possible on strategic cross boundary matters.

#### **Duty to Cooperate Policies**

Coventry City Council will work with neighbouring authorities to prepare joint strategic evidence which will enable the successful delivery of regeneration and economic growth across the sub-region. CCC will continue to be proactive in this regard and will seek to cooperate with all partners on an on-going basis across all topic areas including housing, infrastructure, economy and jobs, transport, health and the environment.

CCC will continue to work with its neighbours to meet the housing needs of the Strategic Housing Market Area in a proportionate and sustainable manner which provides decent and affordable homes for all in the right location, whilst having regard to other factors such as the environment and infrastructure.

Where sites cross or are adjacent to administrative boundaries, CCC will continue to work proactively and on an on-going basis with all partners to enable the delivery of housing on these sites

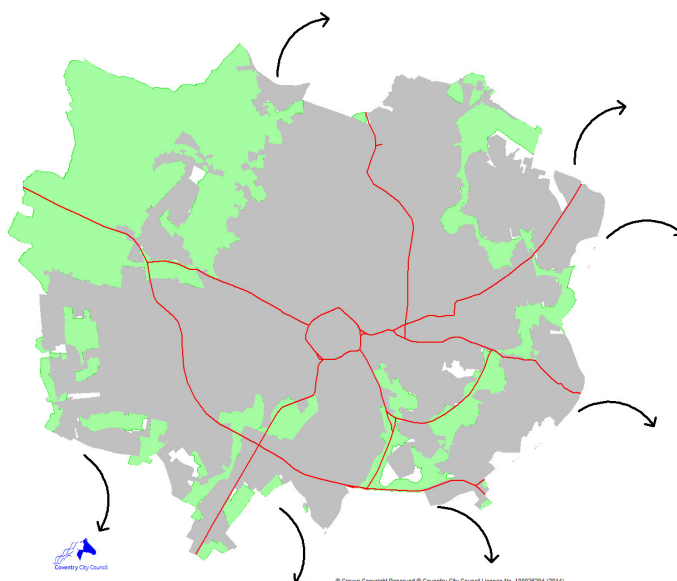
CCC is committed to supporting the economic growth objectives of the sub-region and, in partnership with the LEP will continue to work pro-actively will all partners to deliver economic growth and prosperity across Coventry and Warwickshire.

Should the need arise, and should it be consider appropriate CCC is committed to working with partners on preparing joint development plan documents, supplementary planning documents and design guides to help deliver new sustainable development that may straddle or adjoin the city's administrative boundary.

## SCENARIO 1 – Protecting the Green Belt

### Housing Distribution

Initial analysis of possible housing land through the SHLAA suggests around 16,500 new homes can be delivered within the existing urban area, with around 80% of this on brownfield land. This would mean no amendment of Green belt boundaries within Coventry. Instead it would mean the remaining homes required to meet Coventry's housing need would be accommodated on non-Green Belt land in Warwickshire (the wider housing market area), subject to the duty to cooperate process and acceptance by neighbouring authorities.



The above arrows are purely indicative and do not represent finalised directions of growth.

#### BENEFITS and OPPORTUNITIES

1. Greenfield and Green Belt sites will be protected from development with the focus on urban regeneration and renaissance through the redevelopment of Previously Developed Land.
2. Existing vacant and derelict land within the urban area will be regenerated and brought back into active use, subject to a robust phasing policy.
3. Development within the existing urban area will bring an increased number of people closer to existing services, facilities and employment opportunities, reducing the need to travel longer distances. This will also improve the viability of existing services.
4. A reduced need to travel will promote increased levels of walking, cycling and use of public transport. This will contribute towards reduced carbon emissions and improve the urban environment. This will have a positive effect on public health and wellbeing.
5. The level of development is likely to be

#### RISKS and IMPACTS

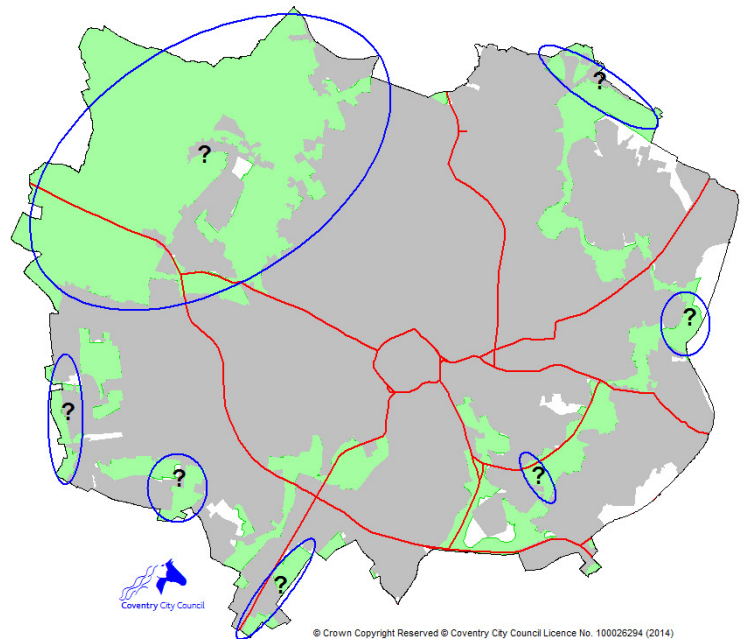
1. The identified requirement is reflective of urban capacity and is constrained by Green Belt policy. As such the level of supply identified in the draft SHLAA is at its maximum with little or no flexibility.
2. This will limit choice and opportunity within the housing market, especially with certain parts of the city where little urban sites exist.
3. A lack of flexibility in supply is likely to put pressures on densities, limiting opportunities for new green spaces.
4. The requirement is lower than the identified need. This would lead to higher levels of outmigration to Warwickshire and could result in a 'real' decline in the city's population.
5. Increased out-migration could result in an increase in the need to travel, especially for employment purposes.
6. There is a risk that new homes, employment, retail and leisure opportunities will be developed outside of the city. This could see investment

<p>deliverable and achievable for Coventry as it is reflective of long term development trends covering periods of growth and decline.</p> <ol style="list-style-type: none"> <li>6. Social and community infrastructure funding can be grouped and focused into growth and regeneration areas, where development is most common.</li> <li>7. There are opportunities through the Duty to Cooperate to support the delivery of Coventry's housing needs through partnership working with neighbouring authorities.</li> </ol>	<p>diverted elsewhere and put at risk the city centre regeneration strategy.</p> <ol style="list-style-type: none"> <li>7. The City Council would have very little, if any, control over where the remainder of its housing need is developed.</li> <li>8. Significant pressure will be placed on urban land for development. This may increase pressure on employment sites to be redeveloped for housing, meaning local employers could leave the city for cheaper sites elsewhere.</li> <li>9. A constrained housing land supply will limit opportunities to provide the types of homes 'needed' by Coventrians, including affordable homes of all types, sizes and tenures.</li> <li>10. The city's Warwickshire neighbours may refuse to provide the city's housing needs, without the city having considered all land opportunities available to it.</li> </ol>
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## SCENARIO 2 – Building within the Boundary

### Housing Distribution

Initial analysis of possible housing land through the SHLAA suggests around 16,500 new homes can be delivered within the existing urban area, with around 80% of this on brownfield land. This option would therefore mean changes to the city's Green Belt boundaries to accommodate the remaining homes required to meet Coventry's housing need. The map (right) provides an initial idea of where these boundaries could be changed to accommodate the identified housing need. It is likely however that this would include loss of land considered high in environmental quality or rich in historic character. It would not however mean the loss of all Green Belt land.



Areas of consideration may overlap the city boundary. This is not necessarily reflective of site opportunities but reflects the shape of the polygon for means of presentation. The areas of consideration in relation to this plan solely reflect land within Coventry's administrative boundary.

#### BENEFITS and OPPORTUNITIES

1. Existing vacant and derelict land within the urban area will be regenerated and brought back into active use, subject to a robust phasing policy. The release of 'green' land would not prevent brownfield land from being developed over the plan period.
2. The level of development will promote choice and opportunity within the housing market and in all parts of the city. This would allow some diversification of the city's housing stock over the course of the plan period.
3. A flexible and varied housing land supply would also reduce pressure on urban employment sites to convert to housing, helping to retain employers and jobs within the city.
4. A varied and flexible supply of housing land presents opportunities to build larger, higher value homes that are attractive to new businesses and inward

#### RISKS and IMPACTS

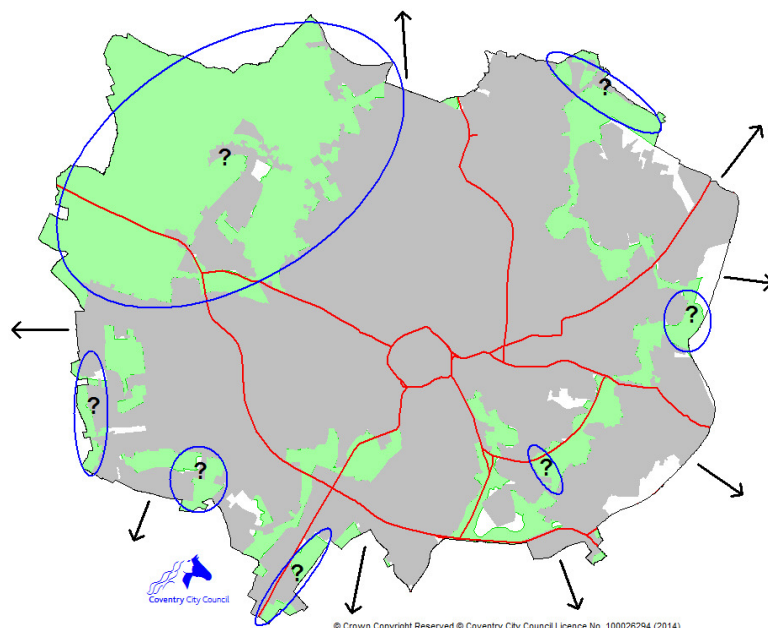
1. Greenfield and Green Belt sites will be required for development but could be subject to phasing to support urban regeneration.
2. By delivering all of Coventry's needs within its own area there may be a loss of higher value environmental or historical landscapes. As such, some land released for housing may not represent the most sustainable housing land options.
3. Higher levels of growth represent an increase on past development trends, placing greater reliance on private sector delivery at a time of limited grant funding to support third sector developments. This could place pressure on the deliverability of the requirement and the achievability of the overall strategy.
4. At a time of uncertain levels of population growth, a requirement at this

<p>investment.</p> <ol style="list-style-type: none"> <li>5. A larger quantum of homes across different parts of the city presents greater opportunities for more affordable homes of different types, sizes, tenures and locations.</li> <li>6. Development within the existing urban area will bring an increased number of people closer to existing services, facilities and employment opportunities, reducing the need to travel longer distances. This will also improve the viability of existing services.</li> <li>7. Expansions of the urban area will provide opportunities for new infrastructure and community facilities, whilst also presenting opportunities to enhance existing provisions</li> <li>8. A reduced need to travel will promote increased levels of walking, cycling and use of public transport. This will contribute towards reduced carbon emissions and improve the urban environment. This will have a positive effect on public health and wellbeing.</li> <li>9. The level of development is likely to be challenging but deliverable and achievable for Coventry as it is reflective of housing trends previously seen in the city during periods of economic growth and prosperity.</li> <li>10. Social and community infrastructure funding can be grouped and focused into growth and regeneration areas, where development is most common.</li> </ol>	<p>level could risk over allocation of land, which may compromise urban regeneration.</p> <ol style="list-style-type: none"> <li>5. Delivering the infrastructure to support urban extensions would be challenging. However, a plan lead approach could help mitigate these risks and support adequate provisions.</li> </ol>
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## SCENARIO 3 – Sustainable Growth

### Housing Distribution

Initial analysis of possible housing land through the SHLAA suggests around 16,500 new homes can be delivered within the existing urban area, with around 80% of this on brownfield land. This option would therefore mean changes to the city's Green Belt boundaries to accommodate homes required to meet Coventry's housing need. The map (right) provides an initial idea of where these boundaries could be changed to accommodate some of these homes. It is unlikely however that all of these homes could be provided in Coventry once regard is given to sustainable development, historical landscapes and environmental quality etc. meaning a relatively small proportion would need to be provided within Warwickshire. Although other land options technically exist within Coventry these have constraints and are unlikely to be deliverable in this plan period. Initial evidence therefore suggests more sustainable options may exist adjacent to the city's boundary instead of within it.



Areas of consideration may overlap the city boundary. This is not necessarily reflective of site opportunities but reflects the shape of the polygon for means of presentation. The areas of consideration in relation to this plan solely reflect land within Coventry's administrative boundary. The arrows are shown as purely indicative options and do not necessarily reflect realistic directions of growth.

#### BENEFITS and OPPORTUNITIES

1. Existing vacant and derelict land within the urban area will be regenerated and brought back into active use, subject to a robust phasing policy. The release of 'green' land would not prevent brownfield land from being developed over the plan period.
2. The level of development will promote choice and opportunity within the housing market and in all parts of the city. This would allow some diversification of the city's housing stock over the course of the plan period.
3. A flexible and varied housing land supply would also reduce pressure on urban employment sites to convert to housing, helping to retain employers and jobs within the city.
4. A varied and flexible supply of housing

#### RISKS and IMPACTS

1. Greenfield and Green Belt sites will be required for development but could be subject to phasing to support urban regeneration.
2. Higher levels of growth represent an increase on past development trends, placing greater reliance on private sector delivery at a time of limited grant funding to support third sector developments. This could place pressure on the deliverability of the requirement and the achievability of the overall strategy.
3. At a time of uncertain levels of population growth, a requirement at this level could risk over allocation of land, which may compromise urban regeneration.
4. Delivering the infrastructure to support urban extensions would be challenging. However, a plan lead approach could help



<p>land presents opportunities to build larger, higher value homes that are attractive to new businesses and inward investment.</p> <ol style="list-style-type: none"> <li>5. A larger quantum of homes across different parts of the city presents greater opportunities for more affordable homes of different types, sizes, tenures and locations.</li> <li>6. Development within the existing urban area will bring an increased number of people closer to existing services, facilities and employment opportunities, reducing the need to travel longer distances. This will also improve the viability of existing services.</li> <li>7. Expansions of the urban area will provide opportunities for new infrastructure and community facilities, whilst also presenting opportunities to enhance existing provisions</li> <li>8. A reduced need to travel will promote increased levels of walking, cycling and use of public transport. This will contribute towards reduced carbon emissions and improve the urban environment. This will have a positive effect on public health and wellbeing.</li> <li>9. The level of development is likely to be challenging but deliverable and achievable for Coventry as it is reflective of housing trends previously seen in the city during periods of economic growth and prosperity.</li> <li>10. Social and community infrastructure funding can be grouped and focused into growth and regeneration areas, where development is most common.</li> </ol>	<p>mitigate these risks and support adequate provisions.</p> <ol style="list-style-type: none"> <li>5. Although the impacts of exporting some housing need to Warwickshire are less than in option 1, some of the risks remain. The City would lose control over where these homes would be built and would be dependent on our neighbours to support the delivery of the plan.</li> </ol>
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## EMPLOYMENT AND ECONOMIC GROWTH POLICY

### Background

This chapter provides an overview of the policy options relating to employment and economic growth. Since the 1970's Coventry's economic base has been moving away from manufacturing (55% of jobs in the 1970's to 14% now) and towards services and distribution. This trend has driven changing needs for employment land and premises, including the recycling of large factories to new employment uses and new homes. The city's employment base now has a strong reliance on local government, the university hospital and the two universities. However, new employment resulting from new technology, notably "green" technology and advanced manufacturing, offers an opportunity to increase and diversify the city's economic base in the future.

### Key Challenges and Opportunities

- A balanced, mixed economy will require the retention of the city's best employment sites
- Current unemployment levels are high and need to be reduced
- An adequate supply of employment land is needed to prevent net out-migration and out-commuting, whilst attracting inward investment.
- Around of half of the new jobs created in Coventry are expected within the city centre
- The 2 universities offer excellent opportunities for employment growth and innovative technologies
- It is important that existing headquarters operations within the City are retained.

### Evidence Base

- Review of existing employment sites and premises (2012)
- Research & Strategy Team "Coventry's Economy 1976 to 2026" (2009)
- Coventry's Economy: Employment Land Requirements Update (2012)
- Coventry and Warwickshire Employment Land Study (2014 – in preparation)
- West Midlands Strategic Employment Sites Study (2014 – in preparation)



## POLICY APPROACHES

### Overarching Employment Strategy

To promote economic growth and prosperity it will be vital to maintain a balanced local economy and maximise employment opportunities. This will include:

- Focusing office, retail and leisure based employment developments within the City Centre;
- Supporting the growth aspirations of both the city's universities and university hospital;
- Protect the city's best employment sites from redevelopment for other uses;
- Retain the city's existing headquarters;
- Ensure large scale logistics are provided in the most suitable locations; and
- Maintain a minimum reservoir of readily available employment land.

### The Minimum 5 year Reservoir

This approach has worked well and generally been supported through previous versions of the plan. The exact details of this reservoir will be developed through an assessment of employment land requirements, but as a minimum it is expected to be above the 30ha previously considered.

### **Providing New Offices**

New office developments will be focused within the city centre. The Council have granted permission for a new office quarter around Coventry Train Station and this will support this approach.

### **Redevelopment of Existing Employment Sites**

Proposals for redevelopment of employment sites to other uses will generally be resisted, especially on the city's best quality employment land and when it relates to headquarters. Assessments will however be made against a range of criteria, including viability, market attractiveness, the sites contribution to employment land needs, physical suitability, relationship to neighbouring uses and access to public transport.

### **Mixed Use Redevelopment of Employment Sites**

Employment land needs are changing and in some cases alternative uses are required to facilitate a redevelopment of existing employment sites. This will require the applicant to demonstrate such an approach is necessary to promote viability. Normally no more than 50% of the site area shall be for residential use.



### **Storage and Distribution**

Large scale provision (normally in excess of 4,000sq.m) will not normally be acceptable within the existing urban area due to the need for large vehicle movements and unsociable operating hours. As such, large storage and distribution schemes will be focused to Regional Investment Sites or existing business parks on the edge of the city. Small scale storage and distribution development will be permitted, provided that the site is located on a primary route and is easily accessible by a range of transport.



### **Future Opportunities**

- Continue to explore cross boundary approaches to large scale employment opportunities.
- Seek to define a new minimum reservoir to meet the employment needs of Coventry.
- Continue to promote a diversification of the city's employment capabilities in accordance with the LEP and SEP priorities.

## WIDER HOUSING POLICY

### Background

This chapter provides an overview of the policy options relating to wider housing issues, which are not necessarily affected by different locations of growth. It will consider issues around accessibility, density and affordable housing as well as housing provision for older people, gypsy's and travellers and students.

### Key Challenges and Opportunities

- Creating balanced communities
- Delivering high quality homes to meet housing need
- Diversifying the city's existing housing stock
- Building the right homes in the right places
- Ensuring suitable accessibility to key services
- Providing adequate and suitable homes to support economic growth and healthy communities
- Encourage high quality purpose built student accommodation to reduce a loss of family homes to HiMO's

### Evidence Base

- C&W Joint SHMA (2013/14)
- Coventry SHMA (2012)
- Affordable Housing Viability Assessment (2012)
- Strategic Housing Land Availability Assessment (2014)
- Joint Gypsy and Traveller Accommodation Needs Assessment (2008)
- Coventry's Older Peoples Strategy (2007)
- Housing Information Technical Support Paper (2014)
- Coventry's Housing Strategy (2012)

## POLICY APPROACHES

### Managing the Existing Stock:

More than 85% of homes that will exist in Coventry in 2031 are already built. This emphasises the importance of considering the city's existing stock and that policy encourages improvements where necessary and allows for demolition or conversion where appropriate.



### Delivering New Homes:

Regardless of quantum or location, it is essential that all new homes are situated in appropriate proximity to key services and facilities. Policy will retain a focus on previously developed land and urban regeneration but will ensure these aims are balanced with the ability to meet the city's housing needs. A flexible and balanced portfolio of housing sites, managed through the SHLAA, will ensure a 5 year housing land supply is maintained at all times. Homes should be built to adequate size standards to reflect housing needs. Opportunities for build to rent proposals will be supported in principle, especially within the city centre.

### Affordable Housing:

The new Local Plan is committed to meeting the housing needs of Coventrians who are unable to access market housing. This will be undertaken in accordance with the definition of Affordable Housing in the NPPF, and have full regard to development viability. The Coventry SHMA is clear that affordable housing needs vary across the city and policy will look to reflect these differences in order to promote urban regeneration and viable development opportunities, whilst providing the right homes at the right tenures in the right locations.

**Student Housing:** The city's 2 universities have grown substantially in recent years and are excellent examples of economic and educational success within Coventry. The growth of the city's universities however has placed pressure on the city's housing stock which needs to be addressed, whilst continuing to support both universities growth plans. As a result policy will promote purpose built student housing, especially close to the universities, whilst the continued growth of HiMO's will be closely monitored. Article 4 directions may be implemented in relation to HiMO's in certain parts of the city if evidence supports their use.

**Gypsy and Traveller Sites:** A review of accommodation needs associated with the Gypsy and Traveller communities in Coventry is currently underway. Previous studies have identified the need to refurbish the existing site at Siskin Drive, and this is to be delivered through grant funding secured from the HCA. The new Local Plan will look to meet the needs of this community in response to the updated evidence base. There is also a need to monitor illegal encampments and requirements for temporary stopping places.



**Care Homes, Nursing Homes and Older Persons Housing:** Primarily as a result of improved life expectancy the number of people aged over 60 is expected to increase substantially up to 2031. This will place pressure on the city's housing stock and will continue to produce a need to deliver older persons housing and homes built to life time standards. It is also expected to place pressure on specialist housing provision linked to varying levels of care. It is clear that such provision helps meet housing needs, and this has been recognised in National Guidance. As such, older persons housing provision will count towards the city's housing land requirement, and will be closely monitored.



**Residential Density:** The NPPF encourages local density requirements. In response to this, the Council will seek to make the most efficient use of land, whilst ensuring the housing needs of the city are met in the most sustainable way. This will include making onsite provision for green infrastructure.

Previous policy has encouraged a minimum of 30 dwellings per Ha and this is expected to remain, increasing to a minimum of 100 dwellings per Ha inside the Ring Road, unless proposals create a negative aspect on the views of the 3 spires and other aspects of urban design.

#### Future Opportunities

- Explore options and evidence for introducing Article 4 Directions on HiMO's.
- Update the Councils Affordable Housing Supplementary Planning Document.
- Explore opportunities for Area Action Plans to support the delivery of larger housing schemes.

## Wider Shopping and Centres Policy

### Background

This chapter introduces the policy options that exist around wider retail and centre issues. It establishes the city centre as the primary focus for new retail and leisure investment, with a network of centres sitting below it. As such, a centres first policy continues to be promoted across Coventry.

### Key Challenges and Opportunities

- Maintaining a Hierarchy of Centres
- Ensuring the City Centre continues to be the focus for retailing and leisure activities
- Continuing to enhance the retail offer across the city
- Maintaining a shopping offer which caters for all
- Provide appropriate shops, facilities and services in sustainable locations
- Where necessary enabling centres to change to meet future needs and demands

### Evidence Base

- The Coventry Shopping and Centres study 2014
- The Coventry Shopping and Centres Study 2006, updated in 2008.
- Coventry assessment of Local Centres
- (2012)Annual Monitoring Report

### Provision of New Retail and Town Centre Uses

New retail and town centre uses shall be required to locate in a defined centre in line with the established hierarchy. A sequential assessment and where thresholds apply, an impact assessment shall be required for proposals outside of a defined centre. The threshold used for assessing sequentially preferable sites and for the impact of proposals on existing centres will be established following the findings of the Shopping and Centres Study 2014. However, the levels are expected to be below the thresholds set out in the NPPF.

## POLICY APPROACHES

### The Network of Centres

A network of centres will be maintained below the City Centre which are of an appropriate scale and have an appropriate offer for their location, size and catchment. The network (or hierarchy) will include: Major District Centres, District Centres and Local Centres. These will be the preferred locations for new shops, services and other uses which do not serve a city-wide catchment.



### Proposals Outside of Designated Centres

There are a variety of shops and services in the city which are not located in a defined centre. Centres are generally the focus for retail, service, and leisure uses. However, it is recognised that there is existing provision outside defined centres and whilst not the preferred location for shopping and associated leisure activities, there may be occasions when proposals for uses outside defined centres are considered suitable. This will only be the case where it has been clearly evidenced that there are no sequentially preferable sites and that the impact of a scheme is not harmful to existing uses.

### **Well-established Local Shopping Parades**

Although these areas of provision are not designated centres they are recognised as being Well-established local shopping parades, which generally serve the immediate locality, primarily for "top-up" convenience shopping, limited services and limited small-scale food and drink uses.



### **Restaurants, bars and Hot Food Takeaways**

Food and drink uses in classes A3, A4 and A5 have the potential to cause significant problems with impact upon residential amenity, highways and parking. For a combination of these reasons, they will normally only be supported within defined centres (including Local Centres) and employment areas where residential amenity is less likely to be an issue and will be resisted elsewhere. Consideration will be given to Public Health with regard to the concentration and mix of uses.

### **City Centre**

The city centre will continue to be developed to make it a showcase for the city. The detailed policy basis for the City Centre will be contained in a supporting Area Action Plan

This means promoting, encouraging and supporting:

- high quality, legible environments and designs;
- recognition, preservation and enhancement of heritage and protection of key views of the three spires;
- vital, viable and growing shops, services, cultural facilities and leisure attractions;
- central employment locations;
- a variety of places to live;
- accessibility for all;
- activities around the clock

### **Future Opportunities**

- Explore opportunities for amending centre boundaries
- Consider the creation of new centres, or the removal/replacement of existing centres
- Explore new forms of retailing and leisure facilities

## Social Community and Neighbourhoods

### Background

This chapter introduces the policy options that exist around wider social and community issues across Coventry. Of key importance is maintaining accessibility to facilities and services by a range of transport means. The Local Plan will also ensure adequate provisions are retained throughout the city and new and improved services introduced.

### Evidence Base

- Willenhall Neighbourhood Plan
- Annual Monitoring Report
- Analysis of Coventry social and Community uses (2014)



### Key Challenges and Opportunities

- Maintaining a range of facilities across the city
- Ensuring the city centre continues to be the focus for major community and social facilities
- Maintaining a range of facilities which cater for all
- Provide appropriate facilities and services in sustainable locations
- Utilising grant funding and infrastructure contributions to enhance existing facilities and introduce new provisions

### Accessibility of Local Community Facilities

It is important to ensure that local people have good access to a range of community facilities. It is particularly important to maintain a range of facilities which are easily accessible to all by walking, cycling and by public transport. As such social and community facilities will usually be directed towards designated centres.



## POLICY APPROACHES

### City Centre

The city centre will be a focus for social, community, leisure and entertainment opportunities given its excellent accessibility and profile. This will be supported by an Area Action Plan, which will identify opportunities to create more areas for leisure, recreation, tourism and events, further public realm improvements and support for Coventry's most popular tourist attractions such as the Cathedrals, Sky Dome, Herbert Art Gallery and Transport Museum. Opportunities will also be pursued to enhance the built environment through regeneration and increased housing opportunities, supporting the vitality and viability of the city centre.

### Loss of provision

It is accepted that there may be circumstances where Social, Community and Leisure facilities are lost to other uses. However any application which would result in the loss of an SCL use will be required to justify that any local need could be met through the provision of an existing facility in the locality and that the proposed new use is acceptable in that location.



### **Educational Facilities**

Over recent years a number of new schools in Coventry have been built. Due to an ageing building stock, several schools have been granted planning permission for redevelopment in order to provide a building stock which is suitable for generations to come. Aligned with this need is the need to further enhance educational attainment in Coventry, and by providing new schools, often on existing sites, the city is set for a new era in education and learning, not only for school children, but for the communities who live near them. The redevelopment of schools and other educational facilities will generally be supported.

The creation of new schools (including free schools) will only be supported if they are located in suitable and sustainable locations. They should fit in with their surroundings and should be accessible. In general they should not be located in industrial areas, or in areas where there are traffic and parking issues.



### **Universities**

Over recent years, both Warwick and Coventry Universities have begun to implement elements of their Masterplans. Coventry University is currently developing new sites as a number of the current buildings it operates from are in need of redevelopment. The University of Warwick is in the process of developing new academic and accommodation buildings as part of its masterplan programme. The Council will continue to work closely with both universities to ensure development is suitable, sustainable and beneficial to both the universities and the city.

### **New Social and Community provisions**

New facilities often fall within the category of 'town centre uses'. As such, they are to be directed towards designated centres and will be considered against a sequential assessment. This will help ensure adequate parking provision, accessibility by a range of transport and opportunities for linked trips.

### **Places of Worship**

In recent years Coventry has seen a change in the provision of places of worship. Together with the traditional locations and buildings that all faiths have used, there has been a move towards the re-use of buildings in locations not normally associated with places of worship. Whilst the Council encourages the establishment of new places of worship, they should, wherever, possible, be located in suitable and sustainable locations, which can include, but are not limited to, designated centres.

New proposals would also be considered based on:

- the compatibility of neighbouring uses;
- parking and access, including sustainable modes of travel; and
- compatibility with other Local Plan policies.

### **Future Opportunities**

- Explore opportunities for enhancing social, community and leisure facilities throughout the city
- Explore new forms of social, community and leisure facilities across the city

## Heritage Policy

### **Background**

This section introduces policy options relating to the protection, preservation and enhancement of Coventry's designated and non-designated heritage assets. These include Statutory Listed Buildings, Local Listed Buildings, Scheduled Monuments, Registered Parks and Gardens, Conservation Areas and non-designated heritage assets such as archaeological sites that are recorded in the Coventry Historic Environment Record (CHER).

### **Evidence Base**

- The National Heritage List for England
- The Coventry Historic Environment Record
- The Coventry Local List
- The Coventry Historic Landscape Characterisation Project
- The Gould Report on the 20<sup>th</sup> Century City Centre
- The Arden Design Guidance
- Conservation Area Appraisals

### **Key Challenges and Opportunities**

- Continuing to preserve and enhance Coventry's historic buildings and bringing unoccupied historic buildings back into use whilst maintaining their historic integrity.
- Maintaining and enhancing local character and distinctiveness.
- Increasing knowledge of Coventry's past by the recording of heritage assets prior to development and making information accessible to the public.

## Policy Approaches

### **Sustainable Development**

In order to help sustain historic character, sense of place, environmental quality and the local distinctiveness of Coventry, policy will seek to support development proposals where they conserve and enhance those aspects of the historic environment that are of special historic, archaeological, architectural, artistic, landscape or townscape significance.

### **Understanding Significance**

Where proposals are likely to affect the significance of a heritage asset or its setting, in order to demonstrate an understanding of significance, policy will promote the need for Design and Access Statements and Heritage Statements using currently available evidence.



### **Conservation of Historic Buildings**

Coventry has over 400 Listed Buildings that have been selected by the Government as being of national interest. In addition, over 500 buildings have been selected by the City Council for Local Listing due to their importance to Coventry. Policy will ensure their conservation and, where appropriate, promote their sympathetic and creative re-use, especially for those buildings that are considered to be at risk.

### **Design Considerations**

Policy will seek to ensure that proposals that involve heritage assets, and particularly historic buildings, should acknowledge the significance of the existing building and its surroundings by means of their siting, massing, form, scale, material and detail. All proposals should sustain and reinforce special character.

### **Loss of Heritage Assets**

Heritage assets, for example historic buildings, landscapes and archaeological sites, contribute to a location's special character and sense of place, and can be viewed as a non-renewable resource. Consequently, policy will seek to resist the demolition or destruction of heritage assets. Proposals to demolish heritage assets will need substantial justification. The benefits of demolition or destruction must significantly outweigh the loss of a heritage asset.

### **Recording and Interpretation of Heritage Assets**

Heritage assets can be regarded as a non-renewable resource and if they undergo change, demolition or destruction the information they hold, and its ability to help us understand Coventry's past, is lost forever. Policy will focus, therefore, on ensuring that, where change to a heritage asset has been agreed, recording and interpretation will be undertaken to document the asset's archaeological, architectural or historic significance. The information gained should be made publicly available, as a minimum through the Coventry Historic Environment Record.



### **Information and Advice**

The provision of expert advice on all matters relating to the conservation and management of heritage assets is vital to the protection of Coventry's unique heritage assets. Policy will therefore seek to ensure that the Council continues to provide this advice and expertise. Policy will also seek to ensure that the evidence on which advice is based, namely the Coventry Historic Environment Record, will be maintained, up-to-date and made readily accessible to the public.

### **Future Opportunities**

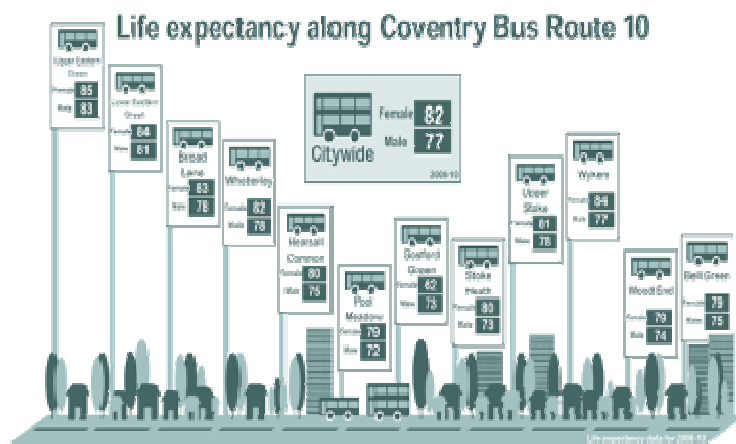
- Produce and regularly update Conservation Area Appraisals and Management Plans for the City's 16 Conservation Areas.
- Maintain and expand the Coventry Local List of Heritage Assets.
- Work in partnership with other organisations to bring unoccupied historic buildings back into use.
- Explore opportunities for controlling permitted development through the use of Article 4 Directions where it is felt that these rights are having a detrimental effect on the character and appearance of heritage assets.

**Background**

Public health has been identified as a cross cutting theme across the proposed Local Plan which supports the Council’s wider agenda of “*improving the health and wellbeing of all people living in Coventry.*” This chapter seeks to identify the impact of the built environment on the health of Coventry’s population and provides a basis for developing the Publication Draft.

The Marmot Review identified a social gradient in health. This means that those living in the most deprived neighbourhoods die earlier and spend more time in ill health than those living in the least deprived neighbourhoods. Such health inequalities are determined by environmental conditions which negatively affect health. These conditions vary drastically across the city, with the poorer neighbourhoods being more susceptible to poor health and wellbeing.

The disparity in life expectancy across Coventry is revealed by travelling through the city by bus.



**Evidence Base**

- Coventry Joint Health and Wellbeing Strategy (2013)
- Coventry Joint Strategic Needs Assessment (2012)
- PHE Public Health Outcomes Framework Coventry (2014)
- PHE Health Profiles for Coventry (2013)
- ONS Excess Winter Mortality Statistics (2013)
- Indices of Multiple Deprivation (2010)
- National Child Measurement Programme (2013)

**Key Challenges and Opportunities**

3 main policy actions to tackle health inequalities are recommended by Marmot to try and ensure the built environment promotes health and reduces variation for all local populations. These are:

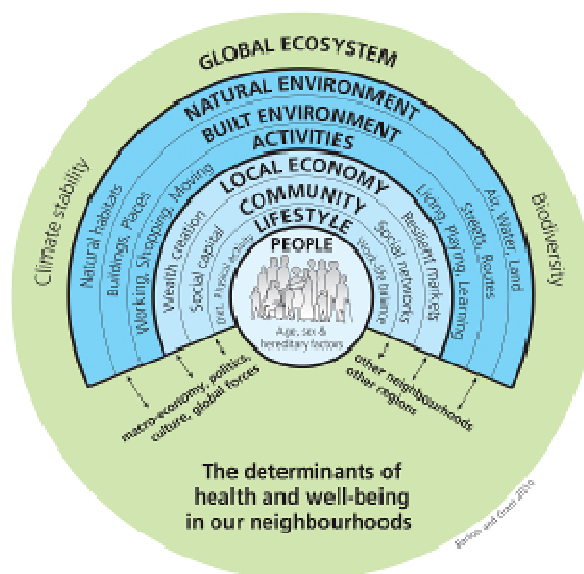
1. Prioritise policies and interventions that both reduce health inequalities and mitigate climate change by:
  - Improving active travel
  - Improving good quality open and green spaces
  - Improving the quality of food in local areas
  - Improving the energy efficiency of housing
2. Fully integrate the planning, transport, housing, environmental and health systems to address the social determinants of health in each part of the city
3. Support locally developed and evidence-based community regeneration programmes that:
  - Remove barriers to community participation and action
  - Reduce social isolation

## POLICY APPROACHES

**Health Impact Assessments:** The health and wellbeing of Coventry people can be affected by new developments and by planning policy. A Health Impact Assessment can be used to reduce adverse impacts and maximise positive impacts on health and wellbeing.

**Improving Food Quality:** The association between the food we eat and our health and wellbeing is well known, for example obesity specifically impacts poorer communities. It is important to protect allotments, and encourage access to healthy and affordable food including fruit and vegetables. The concentration of hot food takeaways is higher in areas of poor health, and accordingly their locations need to be managed.

**Improving Active Travel:** Over 50% of Coventry's adults do not achieve at least 150 minutes of physical activity per week. This is significantly worse than the rest of England. We need to create a network of cohesive, healthy communities and reduce the need to travel by car. Better networks for walking and cycling, such as improved cycle lanes promotes active travel and provides access to services and employment. Reducing road traffic speeds brings a safer physical environment and helps to build a unified community with increased social value. Reduced traffic will lead to less noise and air pollution and increase opportunities for physical activity.



**Housing:** In the next 20 years we are expecting the number of people over 65 to increase disproportionately and generate specific challenges to health, housing and social care. We also know that 15.7% of households in Coventry experience fuel poverty. This plan will provide good quality suitable housing and improve the existing housing stock. New developments will also ensure space is made available for recreation and exercise.

**Economy and Employment:** The health of Coventry people is a key asset for the economy but the % of working days lost to sickness absence in Coventry is worse than the rest of England. Healthier people lead to a more productive workforce and employment can take families out of poverty. The barriers to employment include transport, low skills, childcare and poor health which can be aided by improving the built environment and the value of the community.

**Open and Green Spaces:** It is recognised that good quality and well maintained parks are more likely to be used, and as a result, people living nearby are more likely to report better health and wellbeing. In more deprived areas, some of our residents do not use open and green spaces due to a fear of crime and safety. Therefore the local plan will need to ensure there are good play spaces, and accessible open and green spaces in new developments to encourage physical activity, social cohesion and improve mental health. Allotments will also be protected and enhanced.

### Future Opportunities

- Supplementary Planning Document to manage the locations of Hot Food Take Aways
- Supplementary Planning Document to require Health Impact Assessments

## Green Infrastructure (Green Spaces)

### Background

A high quality and well-connected green infrastructure has the potential to make Coventry a much more attractive and prosperous city, and a healthier place to live, work and enjoy, with multiple benefits for the economy, the environment and people.

The long-term vision for green infrastructure in Coventry is the provision of a city-wide network of high-quality, well-managed, multi-functional green space, delivering the widest possible range of benefits to those living, working and visiting the city.

### Evidence Base

- Coventry Green Infrastructure Study (2008)
- Coventry Green Infrastructure Standards
- Coventry Green Space Standards
- Coventry Green Space Strategy (2008)
- Local Biodiversity Action Plan
- Historic landscape characterisation project
- Building for Life 20
- Green Infrastructure Guidance, Natural England (2019)
- Coventry Ancient Arden Design Guide

### Green Infrastructure

Green Infrastructure describes the network of green assets which includes: larger green spaces, waterways, wildlife network corridors, 'green wedges' and the green belt, agricultural land, woodlands, biodiversity and designated nature conservation sites and historic landscapes and landscape features. At a smaller scale it can also include: smaller open spaces, school grounds, play grounds and playing fields, cemeteries, local nature conservation and biodiversity sites, allotments, city farms, private gardens, green walls and roofs, landscaped areas around buildings, as well as trees and other vegetation throughout the public realm (e.g. footways, cycle ways, streets and transport corridors and public rights of way). These are important at a city wide scale and as connectors to the wider regional network of green infrastructure.

Such provisions can work together to support sustainability and quality of life in and around the city, bringing many social, environmental and economic benefits, including:

- Greater landscape and townscape quality and visual amenity
- Protection and enhancements of ecology and biodiversity
- Green and active travel routes
- Conservation of the historic environment
- Improved general physical and mental health of local communities
- Opportunities for outdoor recreation and local food production
- Mitigation and adaptation to climate change

### Key Challenges and Opportunities

- Creating multi-functional, connected networks of green spaces links and corridors, integrated with blue and grey infrastructure
- Ensuring new and existing green infrastructure is of high quality and well maintained
- Ensuring policies are sufficiently strong and clearly defined so green infrastructure (green spaces) will be treated as integral to the development planning process and to all development sites from the outset and through to the detailed design of developments and implementation.
- Optimising land use
- Ensuring appropriate maintenance programmes and funding arrangements are in place
- Protecting the most valuable environmental and historical landscapes
- Enhancing the city's ecology and biodiversity
- Managing the city's Green Belt boundaries

## POLICY APPROACHES

### **Loss of Green Infrastructure (Green Spaces)**

The loss of green infrastructure will generally not be supported, unless allocated through the Local Plan. Additional proposals will only be accepted where they create improved or enhanced green infrastructure provisions as a result of development by way of on-site mitigation or compensation and where the benefits genuinely outweigh the loss in the context of the Local Plan and the NPPF.

### **Providing New Green Infrastructure and Green Spaces**

Creating opportunities to provide new green infrastructure throughout the city will be essential to improving the urban environment and public health and making sure new developments are well designed. As such, the on-site provision and enhancement of green infrastructure and the delivery of coherent landscaping should be an essential part of proposals. New developments will also need to be well integrated and with existing green infrastructure networks. In addition, new provisions of green space and green infrastructure will be made in accordance with the Coventry green space standards with priority given to meeting existing deficiencies within the urban area. The design and provision of green infrastructure and green spaces will be given the same weight as other forms of infrastructure and be supported through the CIL and S106 process, with opportunities for multi-functional provisions maximised.

### **Maintenance of Green Infrastructure**

New and existing green infrastructure will need to be maintained to a very high standard. This will include local and city wide provisions and cover all forms of green infrastructure from grass verges to parks and open spaces. Where new green spaces are created as part of new developments then maintenance contributions will be required through developer contributions where such provisions are transferred to the council. Alternatively the developer or subsequent management company will need to ensure these provisions are maintained to a high standard

### **Biodiversity, Environmental Designations and Historic Landscapes**

The city has numerous environmental designations including Local Wildlife Sites, Local Nature Reserves, Ancient Woodlands and hedgerows, SSSI's and protected trees, species and habitats. These areas and natural features will be protected, and where possible enhanced to ensure their long term contribution to the city's green infrastructure and biodiversity.

The city also contains areas of historic landscape character, most notably to the North West of the city. Where possible these landscapes (especially those of the highest value) will be protected and incorporated into any development proposals that may arise.

### **Parks and play areas**

New parks and play areas should form an integral part of new green infrastructure, whilst improvements to existing provision will also be pursued. This will need to be carefully planned in accordance with the principles of 'designing out crime'; however this will not be allowed to undermine the environmental quality and amenity of such spaces.

### **Further Opportunities**

- Local area green space and green infrastructure plans (Design Guides and/or SPD).
- Ensuring Green Infrastructure is secured on an even footing with other infrastructure through CIL.
- Promoting multi-functional green spaces alongside drainage, transport and design opportunities.
- Promoting a Green Space Factor and/or biodiversity offsetting to promote new and improved green spaces, where loss of sites are necessary and on-site provision is undeliverable.
- SPD to provide best practice and design guidance for landscape, green infrastructure and biodiversity, city wide or in relation to specific site allocations

## Environmental Management

### Background

This chapter introduces the policy options that exist around wider environmental management issues. It builds upon previous consultation material and responses and seeks to set the platform from which a Local Plan Publication Draft will be produced.

### Key Challenges and Opportunities

- Delivering high quality sustainable development to meet local needs without compromising viability.
- Aiming to achieve zero carbon homes by 2016.
- Reducing NET overall land and air pollution whilst encouraging new and existing business to grow and prosper.
- Mitigating and reducing flood risk to homes and businesses.

### Evidence Base

- Coventry University, SUDs Technical Feasibility Report, 2012
- Coventry City Council Low Carbon Energy Study (report produced for CCC/AWM/Coventry University/Warwick University by AECOM in 2010)
- Coventry District Energy Company, Low Carbon Heat Network for the city of Coventry, 2013
- Strategic Flood Risk Assessment Report, Halcrow, 2008
- A Review of Local Standards for the Delivery of New Homes, Local Housing Delivery Review, Harman Review, 2012

## Policy Approaches

### Innovative building sustainability standards:

The NPPF recognises the importance of building to high environmental standards for all types of development, and to support a move to a low carbon future. Such an issue is amplified by rising fuel costs and increasing cases of fuel poverty. In Coventry this means exploring zero carbon homes and taking a creative approach in securing the improved standards relating to building control energy Regulations (Part L). The built environment remains the largest single contributor of carbon dioxide at 40% of the city's total with homes and transport having emissions of 36% and 24% respectively. As such, new developments will need to achieve and where viable surpass minimum standards.



**Decentralised Energy Network:** The existing Heat Line infrastructure asset will be utilised to encourage future major developments to connect primarily through the obvious financial incentives thus helping to improve the green credentials of future buildings.

**Green and Blue Infrastructure:** Policy will seek to ensure that such assets would be protected and enhanced alongside future development. The term green and blue infrastructure refers to a strategic network of green and blue spaces, such as woodlands, parks, amenity landscaping, ponds, canals and rivers, and the links between them. De-culverting in the city centre offers a prime example of how blue infrastructure could be introduced into the urban area. Opportunities to provide multi-functional provisions will be encouraged where practicable and viable.



### **Contaminated Land:**

Due to the city's industrial heritage there are issues with contaminated land that will need to be resolved, as appropriate through new development. New development proposals must therefore take appropriate steps to adequately decontaminate land making it readily available and suitable for the developments proposed.

**Reducing Carbon Dioxide Emissions:** Policy will aim to recognise the Government's targets to reduce national carbon dioxide emissions by 34% (against 1990 levels) by 2020 in order to meet an 80% reduction by 2050. New development will be required to make a significant contribution towards this target. This will be achieved through recycling material, improved building techniques and improved design.

**Renewable Energy Generation:** Due to the lack of large open areas of space within the city, on-site and neighbourhood-scale renewable energy schemes are the most effective way for Coventry to contribute to renewable energy targets set out by government. Any local or on-site applications will therefore be encouraged. If a smaller site generating renewable heat is close to a district heating network, the developer will have the chance to feed any excess energy created into the district heating system.



**Climate Change Adaptation:** methods that could be achieved in Coventry can include, but are not limited to:

- ✓ Changing the materials used in developments so they can adapt to extreme weather, for example, using light coloured bricks to reflect solar heat thus cooling buildings.
- ✓ Incorporating thermal mass and shading devices into building design in order to prevent overheating.
- ✓ Installing sustainable drainage systems such as permeable paving and infiltration devices. These can reduce the risk of flash flooding. Depending on the particular type used, SUDS can also have other potential benefits such as a reduction in water pollution and a decrease in the urban heat island effect.

### **Water Quality and Flood Risk Management:**

The Policy will seek to reduce and mitigate flood risk particularly in locations which are susceptible to surface and river flooding. The Council will also seek to ensure the policy is supportive of the Local Flood Risk Management Strategy and Surface Water Management Plan that are currently being prepared to ensure a truly joint and consistent approach is achieved. The use of SUDS in development schemes will also be encouraged utilising the latest research and analysis to ensure the right technology is deployed in the right locations and circumstances.

**Air Quality:** The entire city has been declared an Air Quality Management Area (AQMA) and the Council will continue to produce Air Quality Action Plans to achieve prescribed national and European standards. New development proposals must therefore take steps to support improvements to air quality.

**Noise:** In a dense urban area such as Coventry, noise pollution can be an issue, whether it's from highways or industry. New development proposals will therefore need to ensure adequate building design and quality to mitigate any noise impacts that may be identified.

### **Future Opportunities**

- Produce a Coventry focused Building Sustainability Standards Supplementary Planning Document.
- Explore opportunities for Area Action Plans to deliver zero carbon development in association with larger development schemes.

## Urban & Landscape Design

### Background

The quality of people's lives is greatly affected by the quality of our environment, both in terms of the buildings that we use and live in and the spaces we use between buildings, including streets, squares, parks and other public and private spaces. Good design is also about creating spaces and buildings that are safe to use and move through, as well as being easy and convenient to use by all members of the community, including people with restricted mobility. National policy stresses the need to protect and create quality environments that can be achieved through following the principles of good urban design.

### Evidence Base

- Coventry Urban Design Study (1999)
- Coventry Urban Design Guidance (2004)
- Coventry Green Space Strategy (2008)
- Coventry Green Infrastructure Study (2008)
- Coventry Historic Environment Record (HER) Map of Designated Heritage Sites
- Ancient Arden Design Guide

### Key Design Criteria

The Council wants to significantly raise the standard of the built and green environment and developments will have to contribute towards the enhancement of living conditions in the city. The following criteria will underpin decisions about urban and landscape design:

- adaptability – ensuring developments can adapt to change;
- character – local identity and character;
- Size – ensuring new homes are adequate in size and layout to meet housing needs;
- continuity and enclosure – defining the enclosure of public/private spaces;
- diversity – mix of uses and developments, including building types;
- ease of movement – good permeability and connectivity;
- legibility – recognisable routes and landmarks;
- quality of the public realm – attractive, safe, useable public spaces and routes; and
- sustainability – design and layout.
- Longevity - endures over the lifetime of the development and building for life attributes
- green infrastructure – incorporated at the earliest stage of the design process – integrated useable and multi-functional
- Historic environment – incorporate key buildings, views and landscapes as appropriate

## POLICY APPROACHES

### New Developments:

Development is expected to occur at a variety of geographical scales and locations throughout the city. The implications for the design of such areas will be an important consideration on a more detailed or site specific basis responding to the local physical, economic and social context, reflecting local distinctiveness and identity. Supplementary Planning Documents will continue to provide best practice policy guidance.

All development proposals will be required to achieve a high quality of design and the quality of development must always be 'good enough to approve' and this is true for small householder proposals and major development schemes.

**The importance of design:**

A high quality environment is essential to achieving sustainable development and contributes to the economic life of a city. As towns and cities increasingly compete to attract investment, the presence of a high quality built, historic and natural environment is a vital business and marketing tool.

**Public Spaces:**

Access to good quality, well maintained public spaces, can help to improve our physical and mental health by encouraging us to walk more, to play sport, or simply to enjoy an attractive green and natural environment. Successful places have well designed green spaces that people want to use and respect, while better management, maintenance and supervision of public spaces help to allay fears of crime and anti-social behaviour.

**Environmental Quality:**

Environmental quality is an integral part of the public realm and a measure of civic pride. Improving environmental quality helps to shape the cultural identity of an area and provides a sense of place for local communities.

**Green Belt:**

Where development within or with an impact on the Green Belt is considered appropriate, a high standard of design, siting and layout will be required. The integration of such developments into the wider landscape setting and character will be given particular importance. In order to retain an open and green character an appropriate extent of retained, enhanced and new on-site green infrastructure and greening measures will be required. Opportunities should also be taken to reflect historic features and design.

**Further Opportunities**

- Supplementary Planning Documents will continue to provide best practice policy guidance and may be prepared in relation to specific site allocations.
- An area specific Design Framework will be promoted as part of the City Centre Area Action Plan.
- Design guides will be prepared and where appropriate updated, to promote excellent design and minimum space standards for new homes.

## Transport & Movement

### Background

Transport will play a crucial role in supporting the development of a vibrant, liveable and economically successful city. This chapter sets out the main opportunities and challenges towards delivering a high quality integrated transport network which supports the needs of Coventry's residents, businesses and visitors. It highlights the cross-cutting nature of transport and the role it plays in supporting economic growth, accessibility, health, social and environmental objectives.

### Relevant Policies and Evidence

- West Midlands Local Transport Plan 3
- Coventry and Warwickshire Local Enterprise Partnership
- Strategic Economic Plan
- Coventry Transport Strategy
- Midlands Connect – June 2014

### Key Challenges and Opportunities

- Delivering economic growth and prosperity
- Delivering new housing
- Supporting growth through a better connected workforce (linking jobs and housing including through Rapid Transit)
- Providing feasible travel choices as a catalyst for increasing sustainable travel whilst allowing balanced and reasonable continued access for private vehicles
- Ensuring transition to a sustainable travel hierarchy
- Supporting healthy lifestyle choices
- Supporting public transport
- Maximise the benefits to Coventry of HS2

### Existing Patterns

Patterns of development have changed over the past thirty years reflecting a decline in manufacturing. This has resulted in some major trip attractors being located in less accessible locations which can encourage car use. Other key features include:

- Strong cross boundary commuting and business travel patterns, notably towards Nuneaton and Bedworth and Leamington
- Compact city with high levels of accessibility
- Relatively low levels of congestion, but peak hour issues on some radial corridors and junctions
- High proportion of car-based work trips under 5km offering significant potential for adoption of sustainable alternatives
- Increasing levels of walking and cycling over time
- Significantly increased rail patronage at Coventry
- Good quality radial bus network but some weaknesses with off-peak and more peripheral / orbital services
- Decreasing road traffic accidents
- Sufficient car parking capacity in the city centre, but a need to improve the quality and accessibility

### Supporting the Economy

- For the proposed economic growth to be realised, the range and number of jobs available across the City region must increase
- The City will require substantial new housing to meet projected demand over the Local Plan period
- It is crucial that new housing, employment sites, shops and services are made accessible by a choice of transport modes
- The transport network will need to accommodate the varying types of trips people need to make, whether shorter trips within the local neighbourhood, or over longer distances across the City region and beyond
- The transport network will support the efficient movements of goods and services and support supply chains through efficient management of the highway network and improved links to national and international transport networks
- Transport will play an instrumental role in opening up new sites for development to support growth
- Coventry's location at the heart of the UK's national transport network provides opportunities to attract and support business growth
- Strong local presence of automotive industries and research facilities creates business opportunities

### Ensuring Efficient Use of Existing Infrastructure

It is essential to ensure that the growth of the city and associated increases in travel are accommodated in an effective and balanced way. Increasingly this will require the adoption of imaginative, innovative solutions to:

- make the best use of existing infrastructure through smarter network management and increased use of new technologies which support travel choice
- rebalance road space to create safe and convenient networks which support active and sustainable travel modes, and deliver a higher quality "liveable" environment whilst simultaneously maintaining appropriate access for the car
- improve the efficiency and effectiveness of public transport networks
- promote real travel choice and the adoption of more sustainable modes of travel supported by Smarter Choices
- support the use of low emission vehicles

### **Lifestyle and Opportunity**

Transport offers the opportunity to maximise and spread the benefits of economic growth across the City for the benefit of all citizens. The transport network must therefore provide equal and adequate coverage across all communities in the city to support an inclusive and integrated society. This will support convenient access to employment, education and training opportunities, healthcare, and good quality affordable food retail.

The transport network will facilitate social needs by providing the means by which people are able to socialise and interact, reducing isolation and supporting independent living. This is particularly crucial for those without access to a car who are more reliant on public transport; notably the young, elderly and mobility impaired.

The transport network will support the adoption of healthy lifestyle choices and, incorporate active and sustainable travel behaviour as fundamental features of the built environment. Walking and cycling will be seen as the preferred modes of “first choice” for local trips which will help establish sustainable and active travel patterns as the norm.

Emerging transport technologies can be used to support independent travel for people from all backgrounds and abilities, and the promotion of low emission vehicle technologies will support improvements in air quality.

### **Public Transport**

It is crucial that the public transport network responds to the needs of new development and changing patterns of land use to maintain high levels of accessibility. This will support Coventry’s image as a progressive city with a modern public transport system.

A series of high-quality rapid transit corridors will be developed to support new development, particularly in less accessible locations. The corridors will link to form a core network which will link together major trip generators with residential areas and the city centre. This “step-change” in provision will improve accessibility and travel choice and help reduce pressure on the local highway network.

Coventry Station has seen unprecedented levels of passenger growth over the past decade, however national changes to the rail network may impact on future services patterns. Opportunities to increase rail capacity which facilitate improved long distance and north south rail services will be promoted. Rail infrastructure will be upgraded and enhanced to support the intensification of employment activity in the City Centre through developments such as Friargate and the Southern Precinct retail redevelopment. Enhancements include capacity enhancements at Coventry Station together with new suburban stations and increased levels of service. The promotion of increased rail use will help maintain adequate capacity on the local and strategic highway network to support economic growth and activity within the wider city and sub-region.



### **Walking and Cycling**

The compact and permeable layout of the city provides potential for a high proportion of trips to be made by walking and cycling.

An on-going programme of investment has seen significant improvement to the walking and cycling environment such as the delivery of several successful public realm schemes in the City Centre, and the delivery of Cycle Coventry in the north and southwest of the city. New developments will provide opportunities to expand this approach by expanding the cycle network and improve pedestrian and cycle access to, and within, the City Centre.

Future developments will create environments which encourage walking and cycling as the preferred mode of travel for short trips to local schools, shops and services and employment. This approach will help create a more attractive local environment which encourages active travel, reduces congestion and carbon emissions and improves air quality and general health and wellbeing.

## Minerals and Waste

### Background

This chapter introduces the policy options that exist around wider minerals and waste management planning issues. It builds upon previous consultation material and responses and seeks to set the platform from which a Local Plan Publication Draft will be produced.

### Key Challenges and Opportunities

- Ensuring that all wastes and associated management facilities are managed and planned in a sustainable way.
- Recognising the great importance mineral extraction and recycling plays in facilitating growth.
- Ensuring continued cooperation with neighbouring Mineral Planning Authorities to secure the equitable apportionment of mineral resources.

## Policy Approaches

**Waste Management:** Policy will set out proposed sites for new and existing waste management facilities recognising the importance of sustainable waste management both locally and in co-operation with other Councils in Warwickshire locality to ensure that all waste management needs of the area are met. In a city such as Coventry with a significant growing population and a growing economy, a key issue is that of ensuring this does not automatically lead to a proportionate increase in waste arisings.

The Policy will therefore aim to strengthen and encourage the continued need to re-use and recycle all wastes.

### Safeguarding Mineral Resources:

The Policy will define Mineral Safeguarding Areas (or MSAs for short in order that proven mineral resources are not needlessly sterilised by non mineral development, although there is no presumption that resources defined in MSAs will be worked. In the Coventry context, the evidence suggests this would apply to sand and gravel and deep cast coal only. For the avoidance of doubt, no gas exploration (including fracking) proposals are currently being considered in Coventry.

### Evidence Base

- Joint West Midlands Local Aggregate Assessment, 2014.
- Guide for Mineral Safeguarding in England produced by the British Geological Survey (BGS), 2007.
- Coventry Municipal Waste Management Strategy, 2008-2020.
- Warwickshire Local Aggregate Assessment, 2013



### Future Opportunities

- Continued cooperation with neighbouring authorities to secure an appropriate supply of raw materials to meet development needs.
- A need to consider suitable new waste management sites as part of the continued rise of recycling rates.

## Infrastructure

### Background

This chapter introduces the policy options that exist around wider infrastructure planning issues. It builds upon previous consultation material and responses and seeks to set the platform from which a Local Plan Publication Draft will be produced.

### Key Challenges and Opportunities

- Delivering the necessary infrastructure to facilitate Coventry's development needs.
- New monies to enhance and expand all forms of infrastructure.
- The need to ensure infrastructure provision does not impinge on development scheme viability.

### Evidence Base

- Draft Preliminary Charging Schedule, 2014
- S.106 Annual Monitoring Reports, 2014
- Coventry Development Plan Annual Monitoring Reports, 2014
- Coventry, Solihull and Warwickshire Green Infrastructure Study, 2011
- Coventry Green Space Strategy, 2012
- Coventry Surface Water Management Plan, 2014
- Local Strategic Transport Assessment, 2014

## Policy Approaches

**Green and Physical Infrastructure:** covers key area such as parks, allotments, footpaths, cycle paths; natural spaces; sports and cultural facilities; and play areas. This element of the Policy will aim to build on the evidence by ensuring that the provision of a city-wide network of high quality, well-managed and well-connected, multi-functional green spaces, deliver a wide range of benefits to those living, working and visiting the city, and improving the attractiveness of the city as a whole. Opportunities to link green infrastructure delivery with other physical infrastructure such as transportation networks (roads, public transport, footpaths and cycle ways); water; drainage; flood prevention; and utility services such as electricity, gas and telecommunications will be encouraged as part of creating multi-functional provisions and contributing to an overall 'greening' of the urban area.



**Social Infrastructure:** Key issues that would be considered include: education (primary, secondary, higher and special needs); health facilities (hospitals and primary care providers); social services, emergency services (police fire and ambulance); and other community facilities, such as indoor sports, cultural facilities, libraries, cemeteries and community halls. Opportunities will also be explored to secure other forms of social infrastructure such as local employment schemes.

**Funding Mechanisms:** significant funding will be channelled through a range of funding streams, including through the utility and transport companies existing investment plans (Severn Trent Water, Virgin Media and Centrica, ostensibly). The Council and its partners may also consider ways of promoting the city to new commercial operations such as Coventry District Energy Company and private health care companies in order to meet longer term shortfalls in provision or changing market requirements.

The provision of all infrastructure will also be dependent on significant levels of Community Infrastructure Levy funding, which in turn will need to reflect development viability. This will identify an appropriate levy charge dependant on the type of development and where it is proposed to be located. The Councils draft Preliminary Charging Schedule (Draft CIL) will be published on the back of the Local Plan.

Planning obligations will still be required until the CIL charging schedule is adopted to ensure provision is made for the necessary improvements to services and facilities or to secure compensatory provision for any loss or damage arising from, for instance the loss of open space. Obligations may also be necessary to help achieve Local Plan policies, such as the provision of affordable housing or contributions towards reducing Coventry's carbon footprint.

**Transport and Highways:** An integral part to enhancing the urban area revolves around transport networks, for the car, public transport and active travel. Ensuring accessibility to services, facilities, jobs and homes is a key element of this, and infrastructure provisions will be planned and promoted to ensure sustainable development throughout the city. This will build on the array of schemes already taking place across Coventry including works around Toll Bar Island and the City Centre.



**Implementation and Delivery:** multiple land ownerships can prevent land being considered for improvement, such as new walkways or public transport improvements. In this instance, the Council could explore its Compulsory Purchase powers to aid the delivery of key infrastructure.

In order to ensure infrastructure is delivered in a timely and appropriate manner, the Council will maintain continued communication with all relevant public and private sector service providers. This will be established through the Community Infrastructure Levy charging schedule and associated consultations.

#### **Future Opportunities**

- Flexibility in the way in which Infrastructure is funded through CIL and the ability to alter the levy accordingly.
- Greater powers to local neighbourhoods who have an adopted Neighbourhood Plan as those areas will receive a percentage of the monies achieved through CIL charging.



## Monitoring Framework

### Background

Detailed monitoring of successive development plans within Coventry has taken place for many years, including the preparation of annual reports setting out progress on the implementation of policies. The continuation of this process will be essential to ensure the new Local Plan achieves its aims and objectives.

### Key Challenges and Opportunities

- Continuing to monitor the performance of policies
- Ensuring that the underperformance of policies is acted upon where necessary
- Continue to produce a coherent and accurate Annual Monitoring Report which monitors all policy areas
- Work towards consistent monitoring practices with neighbouring authorities through the DTC

### Evidence Base

Annual Monitoring Report

## POLICY APPROACHES

### Housing

Key indicators include:

- Completions and performance against targets
- Types of property developed
- Land Supply (5 and 15 years)
- Demolitions
- Change of Use/Conversions
- Affordable Housing
- Vacant Dwellings



### Economy and Employment

Key indicators include:

- Completions of new floor space and employment land
- Types of development completed (eg offices, industry and warehousing)
- Land Supply for future provision
- Loss of employment land to other uses

### Access and Movement

Key indicators include:

- Public Transport (new bus stops or bus routes)?
- Introduction of new cycling provisions
- Provision of new pedestrian facilities
- Highway Improvements

### Environmental Management

Key indicators include:

Air Quality  
Recycling  
Land Contamination  
Waste Management

### Shopping

Key indicators include:

- Performance of Major, District and Local Centres
- Delivery of Out of Centre retailing
- Diversity and Balance of Retail Uses
- Vacancy Rates

### Built Environment

Key indicators include:

- Transport Corridors and Gateways
- The Canal Corridor
- The Historic Environment
- Conservation Areas, Listed Buildings - especially those on the 'at risk' register
- Archaeological Sites
- Design standards, build quality (to code) and impacts on key view cones



### Green Environment

Key indicators include losses, gains or improvements to:

- Green Space Provision and Enhancement
- Outdoor Sports Facilities
- Allotments
- Urban Green Space
- Nature Conservation and Landscape
- Trees & Woodlands

### Social Community and Leisure

Key indicators include losses, gains or improvements to:

- Social, Community, Leisure and Indoor Sports Facilities
- Educational Facilities including universities, schools and colleges
- Health and Social Care

### City Centre

Key indicators include:

- Housing
- Accessibility
- Parking
- Shopping
- Leisure and Tourism

### Future Opportunities:

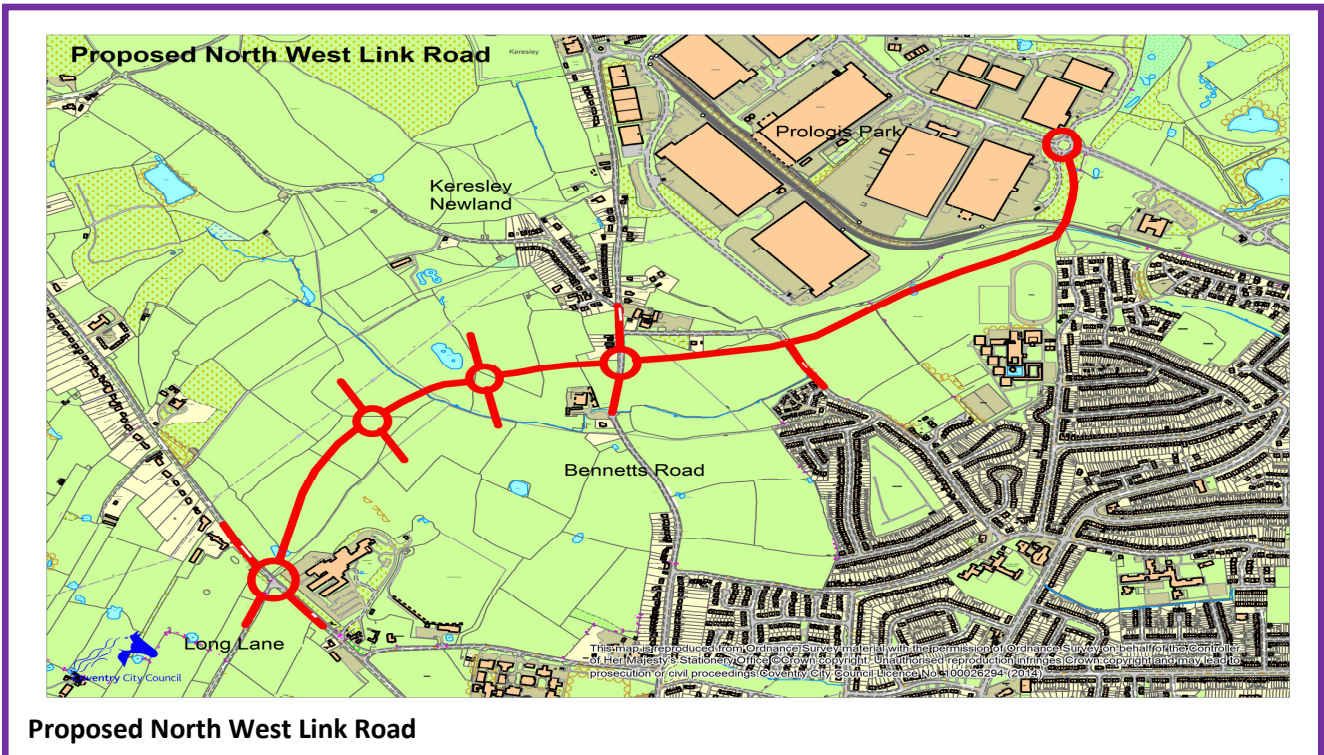
- Explore new ways of publicising key information
- Produce a 'living' monitoring report
- Collect key headline information on a regular basis

## Infrastructure Development Plan – Key Issues and Opportunities

Scenario	Types of Infrastructure		
	Physical	Green	Social
Scenario 1: Protecting the Green Belt	<ul style="list-style-type: none"> <li>✓ Knuckle Phase 1 – railway link from Nuneaton (Bermuda Park) to Coventry (Ricoh Arena) – see map.</li> <li>✓ Dedicated alternative bus network (Electric City).</li> <li>✓ A45 grade separation (new roundabout).</li> <li>✓ A46 grade separations (new roundabouts) at Binley and Walsgrave.</li> <li>✓ Flood risk management improvements - gulley cleansing, de-culverting, new engineering solutions.</li> <li>✓ Public realm improvements - city centre hard/soft landscaping.</li> <li>✓ On-going highway improvements: Burnaby Road (linked to development proposals), Toll Bar Island, Whitley interchange and Stoneleigh Road/Kenilworth Road.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 148 hectares of new open space and parkland (equivalent to 148 football pitches).</li> <li>✓ Multi-functional uses including SUDs, drainage schemes and landscape design facilities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ New schools, leisure and health facilities including community uses. This will include the existing school improvement and rebuilding programme.</li> </ul>
Scenario 2: Building within the Boundary	<ul style="list-style-type: none"> <li>✓ North West Link Road – see map below.</li> <li>✓ Knuckle Phase 1 – railway link from Nuneaton (Bermuda Park) to Coventry (Ricoh Arena).</li> <li>✓ Dedicated alternative bus network (Electric City)</li> <li>✓ A45 grade separation (new roundabout).</li> <li>✓ A46 grade separations (new roundabouts) at Binley and Walsgrave.</li> <li>✓ Flood risk management improvements - gulley cleansing, de-culverting, new engineering solutions.</li> <li>✓ Public realm improvements - city centre hard/soft landscaping.</li> <li>✓ On-going highway improvements: Burnaby Road (linked to development proposals), Toll Bar Island, Whitley interchange and Stoneleigh Road/Kenilworth Road.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improvements to existing parks and expansion of green spaces, including opportunity to explore a new country park.</li> <li>✓ Multi-functional uses including SUDs, drainage schemes and landscape design facilities.</li> <li>✓ Likely to be upwards of 245 hectares of new open space and parkland (equivalent to 245 football pitches)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increased provision of new schools, leisure and health facilities including community uses. This will include the existing school improvement and rebuilding programme.</li> <li>✓ New waste management facility and expansion of existing facilities.</li> </ul>

<p>Scenario 3: Sustainable Growth</p>	<ul style="list-style-type: none"> <li>✓ North West Link Road – see map below.</li> <li>✓ Knuckle Phase 1 – railway link from Nuneaton (Bermuda Park) to Coventry (Ricoh Arena).</li> <li>✓ Dedicated alternative bus network (Electric City).</li> <li>✓ A45 grade separation (new roundabout).</li> <li>✓ A46 grade separations (new roundabouts) at Binley and Walsgrave.</li> <li>✓ Flood risk management improvements - gully cleansing, de-culverting, new engineering solutions.</li> <li>✓ Public realm improvements - city centre hard/soft landscaping.</li> <li>✓ On-going highway improvements: Burnaby Road (linked to development proposals), Toll Bar Island, Whitley interchange and Stoneleigh Road/Kenilworth Road.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improvements to existing parks and expansion of green spaces, including opportunity to explore a new country park.</li> <li>✓ Multi-functional uses including SUDs, drainage schemes and landscape design facilities.</li> <li>✓ Approximately 245 hectares of new open space and parkland (equivalent to 245 football pitches)</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increased provision of new schools, leisure and health facilities including community uses. This will include the existing school improvement and rebuilding programme.</li> <li>✓ New waste management facility and expansion of existing facilities.</li> </ul>
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Options 1 and 3 in particular, include opportunities to explore joint infrastructure schemes with neighbouring authorities to support growth and development options.

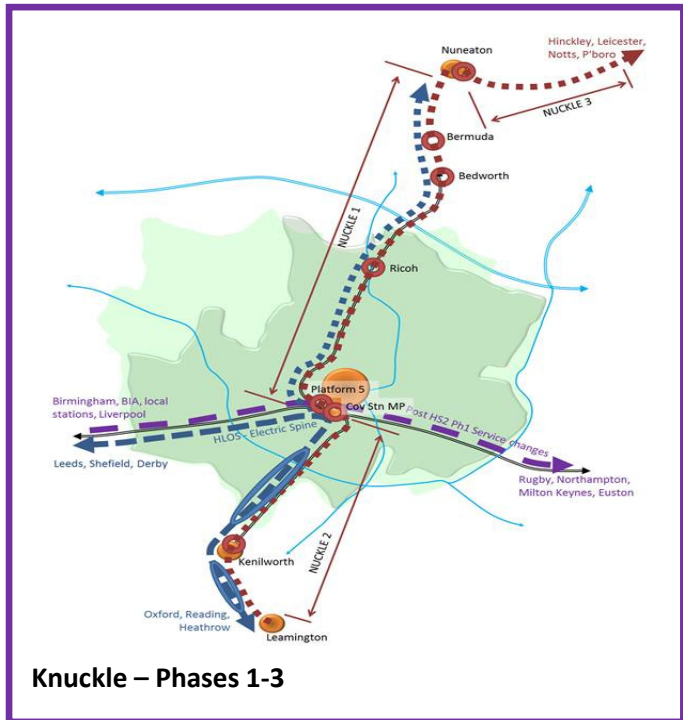


**Questions:**

**Do you believe there are other areas of infrastructure that are required for each of the options?**

Yes or No?

**Please Explain your Answer:**



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# COVENTRY LOCAL DEVELOPMENT SCHEME 2014



# COVENTRY LOCAL DEVELOPMENT SCHEME

## SEPTEMBER 2014

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## **GLOSSARY OF TERMS UNDER THE PLANNING AND COMPULSORY PURCHASE ACT 2004**

Coventry Development Plan	CDP	The adopted Unitary Development Plan for the City of Coventry
Local Development Scheme	LDS	A programme of what is to be produced, the timescales and arrangements for production.
Local Development Framework	LDF	The portfolio of Local Development Documents which constitute the planning policies for the City.
Local Development Document	LDD	One of a number of documents which make up the LDF, including Development Plan Documents and Supplementary Planning Documents.
Development Plan Document	DPD	One of a number of documents which are part of the development plan for the City and which are subject to independent testing.
Local Development Plan	LDP	The document which will set out the vision, objectives and spatial strategy for the City.
Supplementary Planning Document	SPD	A document which elaborates on policies in DPDs and does not have development plan status. It requires community involvement in line with the SCI or minimum regulations.
Statement of Community Involvement	SCI	A document which sets out how stakeholders and communities will be involved in the process of producing LDDs. The SCI will be subject to independent testing.
Annual Monitoring Report	AMR	A report which assesses the implementation of the LDS and the extent to which the policies are being achieved.

## 1. INTRODUCTION

### The Planning System

- 1.1 The basis of the planning system is the Local Development Framework (LDF). This comprises a collection of documents which include: Development Plan Documents (DPDs); Supplementary Planning Documents (SPDs); a Statement of Community Involvement (SCI); and this document, a Local Development Scheme (LDS).
- 1.2 The Local Development Framework for Coventry will comprise a set of connected individual documents, progressively replacing the current Coventry Development Plan 2001. A significant difference from the latter is that it will not be subject to complete review and revision every five or ten years: different individual documents will be revised, added or withdrawn, as necessary.

### Role of Local Development Scheme

- 1.3 The purpose of the Local Development Scheme is to set out the documents that Coventry City Council intends to prepare and programme as part of the new planning policy framework. It also provides a starting point for the community and interested parties to become involved and help to continue to shape the city's planning policies.
- 1.4 The LDS is a mandatory requirement of the Act and is a public statement of the Council's programme of work. It is published on the City Council's website, which can be viewed at [www.coventry.gov.uk/planningpolicy](http://www.coventry.gov.uk/planningpolicy)
- 1.5 The LDS can be reviewed, as necessary, either because monitoring has shown a need for revision or because there is a need to prepare a new DPD. Any review will involve public consultation and will be submitted to the Secretary of State.

### Planning in Coventry

- 1.6 The current development plan for Coventry is the Coventry Development Plan (CDP), which was adopted in December 2001. This plan is based on three central themes: Economic Regeneration; Social Equity; and Environmental Quality. In 2007, and again in 2009, policies were formally "saved", recognising that they were consistent with national policy and up to date. In addition to the statutory CDP, the City Council has prepared area and topic based Supplementary Planning Guidance (SPGs) which assist in the planning decision-making framework.

## 2. LOCAL DEVELOPMENT FRAMEWORK – SUMMARY

### Structure and Timing

- 2.1 The Statement of Community Involvement was adopted by the City Council in November 2006 and subsequently independently reviewed in 2012. It outlines how the Council involves local communities and stakeholders in the preparation of the constituent parts of the LDF and also major planning applications.
- 2.2 Key overall strategy policies will be developed in the Local Development Plan that delivers what residents need and desire. Clearly the programming of the documents is very important and work will be required to be undertaken simultaneously in order to achieve a cogent LDF. Each LDD being proposed by the Council is set out in Section 5. The timetable and programming of each document is also set out, including the pre-submission and post-submission timelines, where appropriate.
- 2.3 The diagram below illustrates the proposed Local Development Framework structure for Coventry.

<b>LOCAL DEVELOPMENT SCHEME</b>
<b>STATEMENT OF COMMUNITY INVOLVEMENT</b>
<b>LOCAL DEVELOPMENT PLAN</b> Vision, Strategic Objectives and Policies, Deliverability
<b>PROPOSALS MAP</b>
<b>COMMUNITY INFRASTRUCTURE LEVY</b>
<b>CITY CENTRE AREA ACTION PLAN</b>
<b>SUPPLEMENTARY PLANNING DOCUMENTS</b>

### Saved 2001 Policies

- 2.4 In September 2007 the vast majority of policies in the GDP were saved. It is intended that the Local Development Plan will supersede the saved policies.

### Supplementary Planning Guidance and Supplementary Planning Documents

- 2.6 SPG prepared under the former planning system can retain its status as a material consideration, provided that it is linked to saved policies. SPD

elaborates on specific DPD policies and it is possible for SPG to be transferred into SPD.

### **3. RESOURCES, INPUTS AND MANAGEMENT**

#### **General Arrangements**

3.1 The broad resources and management arrangements for each LDD are set out in Section 5. In general, the principal resources for overall lead of the process, LDF preparation and the monitoring of progress on the LDF will come from the Planning Policy Team in the Place Directorate. Other officers and resources from within the Directorate, other Directorates of the Council would also be involved in the process.

#### **Political Management**

3.2 DPDs will be approved by the Council, although their preparation will be overseen by the Cabinet Member (Economy and Enterprise). A Local Development Framework Members' Advisory Panel will provide a steer.

3.3 As a non-Development Plan Document, the Statement of Community Involvement has been approved by the Cabinet. Supplementary Planning Documents will be approved by Planning Committee.

#### **Evidence Base**

3.4 Development plans need to be underpinned by sound evidence to support planning policies and the Government has reiterated this in regard to Local Plans through the National Planning Policy Framework (or NPPF for short). The documents will continue to be produced by the Council and will be made publicly available. In addition, there are two further major sources of information. Firstly, there will be documents published to support strategic plans of Council services (such as Housing) and major partners (such as Transport and Health providers). Secondly, the Policy Team maintains a Land Availability System, which records land use across the City and monitors planning applications. Monitoring will identify any need for further reviews of the LDS.

#### **Monitoring**

3.5 The City Council regards monitoring as an integral part of the planning process and, in particular, it sees an objectives-led monitoring system as essential so that policy and implementation measures can be evaluated and reviewed as an ongoing process. The findings of the AMR will inform the need to review the LDS and consider the need for further DPD's, The AMR will be publicly available, sent to key stakeholders and published online.

3.6 Annual Monitoring Reports will:

- assess progress against targets and milestones within LDDs;

- provide information in relation to targets;
- assess the need for review in circumstances where policies are not working effectively or objectives are not being met.

## **4. CONTACTS AND AVAILABILITY**

4.1 For more information about any of the issues raised in this Local Development Scheme, please contact:

The Planning Policy team  
Place Directorate,  
Coventry City Council,  
Floor 3, Civic Centre 4,  
Much Park Street,  
Coventry,  
CV1 2PY

Telephone: 024 7683 4295  
Email: [ldf@coventry.gov.uk](mailto:ldf@coventry.gov.uk)

## 5 LOCAL DEVELOPMENT FRAMEWORK - DETAILS

### LOCAL DEVELOPMENT SCHEME SUMMARY

The table below summarises the programme for the preparation of individual Local Development Documents

		Local Development Plan	City Centre Area Action Plan	Community Infrastructure Levy
2014	Jan – Mar			
	Apr – Jun			
	Jul – Sep	I		
	Oct – Dec			
2015	Jan – Mar		I	P
	Apr – Jun			
	Jul – Sep			
	Oct – Dec	S	S	D
2016	Jan – Mar	R	R	R
	Apr – Jun	A	A	A
	Jul – Sep			
	Oct – Dec			

Key (Local Development Plan & City Centre AAP)

I = Publication of Issues and Options Paper

S = Submission of DPD to the Secretary of State

R = Inspectors report

A = Adoption of DPD

Key (Community Infrastructure Levy)

P = Preliminary Draft Charging Schedule

D = Draft Charging Schedule

R = Inspectors report

A = Adoption of DPD

## LOCAL DEVELOPMENT SCHEME : SCHEDULE OF PROPOSED LOCAL DEVELOPMENT DOCUMENTS

Document Title	Status	Role and Content	Chain of Conformity	Dates for pre-submission consultation	Date for public participation on emerging options	Date of submission to Secretary of State	Proposed date of adoption
Local Development Plan	DPD	Sets out spatial vision, objectives and overall strategy	Consistent with national planning policy framework	July/Aug 2015	Sept/Oct 2014	Sept/Oct 2015	May 2016
City Centre Area Action Plan	DPD	Sets out specific strategy and identifies specific development sites within city centre	Consistent with Local Development Plan and national policy framework	July/Aug 2015	Feb/March 2015	Sept/Oct 2015	May 2016
Document Title	Status	Role and Content	Chain of Conformity	Dates for preliminary draft charging schedule	Dates for Draft charging schedule	Date of submission to SoS	Proposed dates of adoption
Community Infrastructure Levy	LDD	Sets out infrastructure requirement, costs, and enabling mechanism for regular review through SPD	Consistent with Local Development Plan, City Centre Area Action Plan, and national policy framework and regulations	July/Aug 2015	Feb/March 2015	Sept/Oct 2015	May 2016

## LOCAL DEVELOPMENT DOCUMENTS

### LOCAL DEVELOPMENT PLAN

**Role** To set out the vision, objectives and spatial strategy for the future development of the City, linking with the themes of the Coventry Sustainable Community Strategy and demonstrating its deliverability.

**Coverage** City-wide

**Status** Development Plan Document

#### Conformity

The Coventry Development Plan Proposals Map will be revised through the Local Development Plan. The Proposals Map is likely to be formally amended in May 2016, with the adoption of the Local Plan.

#### Timetable

<b>Stage</b>	<b>Estimated Dates</b>
Start	March 2014
Options Consultation	September 2014
Publication of Proposed Submission	July/August 2015
Submission to Secretary of State	October 2015
Hearing commences	December 2015
Receipt of Inspector's Report	March 2016

#### Arrangements for Production

**Political** DPDs will be approved by the Council. Political responsibility for the producing the Local Development Plan will rest with Cabinet Member (Business, Enterprise and Employment).

**Internal** Led by the Planning Policy Manager and prepared by the Planning Policy Team, supported by colleagues from other departments and agencies.

**External Resources** None.

**Community and Stakeholder Involvement** In accordance with the SCI.



**CITY CENTRE AREA ACTION PLAN**

**Role** To set out the vision, objectives and spatial strategy for the future development of the City centre, linking with the themes of the Local Development Plan and allocating land to ensure its deliverability.

**Coverage** City centre

**Status** Development Plan Document

**Conformity**

The Coventry Development Plan City Centre Proposals Map will be revised through the Area Action Plan. The City Centre Proposals Map is likely to be formally amended in May 2016, with the adoption of the City Centre Area Action Plan.

**Timetable**

<b>Stage</b>	<b>Estimated Dates</b>
Start	March 2014
Options Consultation	February 2015
Publication of Proposed Submission	July/August 2015
Submission to Secretary of State	October 2015
Hearing commences	December 2015
Receipt of Inspector's Report	March 2016

**Arrangements for Production**

**Political** DPDs will be approved by the Council. Political responsibility for the producing the Local Development Plan will rest with Cabinet Member (Business, Enterprise and Employment).

**Internal** Led by the Planning Policy Manager and prepared by the Planning Policy Team, supported by colleagues from other departments and agencies.

**External Resources** None.

**Community and Stakeholder Involvement** In accordance with the SCI.

**COMMUNITY INFRASTRUCTURE LEVY**

**Role** To set out an appropriate charging schedule aligned to specific land use developments which will directly fund the infrastructure required to deliver the Local Development Plan Proposals.

**Coverage** City-wide

**Status** Development Plan Document

**Conformity**

The Infrastructure Delivery Plan, enshrined within the Local Development Plan, will be updated regularly. The Community Infrastructure Levy Charging Schedule will contain provision to regularly review the costs of delivering infrastructure, and hence the amount of the Levy itself.

It will be prepared in accordance with relevant regulations issued by Government.

**Timetable**

<b>Stage</b>	<b>Estimated Dates</b>
Preliminary Draft Charging Schedule	February 2015
Draft Charging Schedule	July/August 2015
Submission to Secretary of State	October 2015
Hearing commences	December 2015
Receipt of Inspector's Report	March 2016

**Arrangements for Production**

**Political** Approval by the Council. Political responsibility for the producing the Local Development Plan will rest with Cabinet Member (Business, Enterprise and Employment).

**Internal** Led by the Planning Policy Manager and prepared by the Planning Policy Team, supported by colleagues from other departments and agencies.

**External Resources** None.

**Community and Stakeholder Involvement** In accordance with the SCI.

## **APPENDIX 1 - SUPPLEMENTARY PLANNING DOCUMENTS**

### **Supplementary Planning Guidance (SPG)**

Following the adoption of the Coventry Local Plan, a review will be undertaken to prioritise preparation of SPD's to supersede existing SPG. In the interim, they will remain a material consideration.

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## Public report Cabinet Report

Cabinet  
Council

2nd September 2014  
9<sup>th</sup> September 2014

**Name of Cabinet Member:**

Cabinet Member (Business, Enterprise and Employment) – Councillor K Maton

**Director Approving Submission of the report:**

Executive Director, Place

**Ward(s) affected:**

All

**Title:**

The Coventry & Warwickshire First Wave Growth Deal

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**Is this a key decision?**

Yes - it has the potential to affect all Wards within the City and expenditure is in excess of £1m

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**Executive Summary:**

Coventry & Warwickshire (C&W) has been successful negotiating and securing a Growth Deal with central government of £74.6m to support economic growth within the local area. By 2021 at least 1,000 jobs will be created and 1,000 homes built.

The deal is focused four key areas - new infrastructure that will improve connections and tackle congestion and support housing and employment sites; driving innovation in Advanced Manufacturing and Engineering; supporting businesses to flourish; and growing local skills and talent.

The Growth Deal is due to start in April 2015, and the process now is about mobilisation and pre-delivery activity.

As part of the process of developing the Strategic Economic Plan, the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) in discussions with the local authorities identified Coventry City Council as the local authority with a demonstrable track record and expertise in managing external funding. Therefore the Council is being asked to take on the role of Accountable Body for the Growth Deal. This report is seeking approval for the City Council to officially agree to be the Accountable Body for the Coventry & Warwickshire First Wave Growth Deal.

## **Recommendations**

### **Cabinet is requested to:**

1. Officially endorse the Coventry & Warwickshire First Wave Growth Deal; and
2. Receive an annual monitoring report on the progress of the Growth Deal.
3. Recommend that Council authorise the City Council to act as Accountable Body and guarantor for the Coventry & Warwickshire First Wave Growth Deal.

### **Council is recommended to:**

1. Authorise the City Council to act as Accountable Body and guarantor for the Coventry & Warwickshire First Wave Growth Deal.

### **List of Appendices included:**

None

### **Background Papers:**

None

### **Other Useful Documents:**

Coventry & Warwickshire First Wave Growth Deal  
([Click Here to Access the C&W Growth Deal](#))

CWLEP Strategic Economic Plan  
([Click here to access the Strategic Economic Plan](#))

### **Has it been or will it be considered by Scrutiny?**

No

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

No

### **Will this report go to Council?**

Yes – 9th September 2014

## Report title: The Coventry & Warwickshire First Wave Growth Deal

### 1 Context (or background)

- 1.1 In March 2013 the Coalition Government published its response to Lord Heseltine's report [No Stone Unturned](#). In its [response](#) the Government put in place a *Single Local Growth Fund* as part of its policy to restore economic stability and create the conditions for growth.
- 1.2 The Single Local Growth Fund would be allocated to Local Enterprise Partnerships (LEPs) through a process of negotiation and using a competitive tension to strengthen incentives on LEPs and their partners to generate local growth. In its first year, part of the funding allocated to each LEP would reflect existing allocations such as already approved transport schemes.
- 1.3 The Fund brings together a number of funding streams across Central Government departments, in particular transport, housing and skills, and would be operational from April 2015.
- 1.4 The basis for negotiation and the securing of funds would be through the development of a new multi-year SEP for the local area. This plan would allow the local area to negotiate with Government for the levers, resources and flexibility for its area. The Government made it clear that the allocation of funds was competitive but more importantly the allocation would reflect the quality of strategic proposals and local working arrangements put forward by the LEPs.
- 1.5 On 7<sup>th</sup> July 2014, following the process of negotiation, the Government announced the first wave of Growth Deals totalling £6bn, including £2bn from the Local Growth Fund for 2015 to 2016.

### Coventry & Warwickshire Growth Deal

- 1.6 The C&W Growth Deal is focused on four key areas:
  - New **infrastructure** that will improve connections and tackle congestion and support housing and employment sites;
  - Driving **innovation** in Advanced Manufacturing and Engineering
  - Supporting **businesses** to flourish
  - Growing local **skills** and talent
- 1.7 The CWLEP **secured £74.6m from the Government's Local Growth Fund to support economic growth in the area – within that new funding confirmed of £13.6m for 2015/16 and £20.5m for 2016/17 to 2021**. By 2021, the Deal will create at least 1,000 jobs and allow 1,000 homes to be built. Table 1.0 is a summary of the funding that has been awarded.

**Table 1.0 - A summary of the C&W Growth Deal £'million**

	2015/6	2016 onwards	Total
<b>Local Growth Fund Award</b>	14.1	20.5	34.6
<b>Previously committed funding<sup>1</sup></b>	4.6	10.7	15.3
<b>Provisional allocation to projects starting in 2016/17 and beyond</b>	-	24.7	24.7
<b>Total (£'million)</b>	<b>18.7</b>	<b>55.9</b>	<b>74.6</b>

1.8 The CWLEP has negotiated with Government and agreed investment by the Growth Deal into the follow 7 projects/priorities for 2015:

**Table 1.1 – Agreed Funding for Growth Deal Projects from 2015/16 £'million**

Key Area	Project	Description	2015/16	2016 and beyond
<b>Infrastructure</b>	North-South Rail and Coventry Station scheme	Will improve passenger capacity and secure an increase in train service frequency between Coventry-Bedworth-Nuneaton and a bay platform at Coventry Station	4.9	15.1
<b>Business &amp; Innovation</b>	Advanced Manufacturing and Engineering "Grow On" Space	Provision of new space for small and medium enterprises at Ansty Park in Rugby. This new facility will complement the work of the Manufacturing Technology Centre already on site.	4.7	2.4
<b>Skills</b>	Skills Centre at Coventry City College	This will provide support for young and unemployed people in acquiring skills for employment, and for marginalised groups to acquire basic skills especially English and mathematics.	0.3	0
<b>Skills</b>	Apprenticeship Centre at Warwickshire College	This investment will enable the college to purchase new equipment and refurbish college buildings, which will provide additional apprenticeship training in advanced manufacturing and engineering	1.3	-
<b>Businesses</b>	New business start-up facilities in Stratford Upon Avon	Converting an existing local authority building into a 'state of the art' facility	0.5	-
<b>Businesses</b>	Growth Hub	Provision towards a funding package to enable the continuing operation of the local business growth hub	0.4	-
<b>Infrastructure</b>	Coventry City Centre road access	Enable housing growth, support retail regeneration and city centre employment accessibility.	2.0	3.0

<sup>1</sup> Previously committed funding includes amongst other smaller projects, NUKCLE2, A45 efficiency improvements and Coventry Station Masterplan.



1.9 The First Wave Growth Deal also, subject to funding becoming available, has three projects with provisional allocations for 2016/17 as part of a CW pipeline of projects:

**Table 1.2 – Provision Funding Allocations for 2016/17 Growth Deal Projects £’million**

Project	Description	2016 and beyond
<b>A46/A425/A4177 Stanks road network scheme</b>	This will enhance access to services and facilities. This includes enhancing access to Warwick town centre and facilitates future employment and housing growth	3.1
<b>A5 Corridor scheme</b>	This will enable the dualling of the A5/A47 Longshoot to Dodwells which will: reduce congestion, improve journey time reliability, and support economic activity in Warwickshire and Leicestershire.	19.6
<b>Improve links to UK Central, Birmingham Airport &amp; High Speed 2 (HS2)</b>	This scheme will improve key junctions connecting the major employment sites of Warwick University, Whitley, Coventry and Warwickshire Gateway and Ansty (via the enhanced A46 corridor) to major national and international gateways	2.0

### Accountable Body for the Growth Deal

1.10 The CWLEP SEP named and identified Coventry City Council, with its exceptional track record in securing, managing and delivering successfully on external grant funds, as the local authority that would act as Accountable Body for the City Deal.

1.11 This report is seeking approval for Coventry City Council to act as Accountable Body for the Coventry & Warwickshire First Wave Growth Deal.

### Conditions of the Growth Deal

1.12 As part of the deal there are a number of conditions that C&W are expected to meet. These include:

- Strengthening the current governance arrangements;
- Ensure implementation and demonstrate success
- Communicate the on-going outputs and outcomes of the Deal to the local community and stakeholders
- Ensure value for money

1.13 The CWLEP Board and the Joint Committee have already started the process of seeking to address these. Part of the role of the Accountable Body will be to support the work towards meeting these conditions in the next 6-7 months.

### Future Growth Deals

1.14 It is important to note that now the decisions and announcements have been made about the first wave of Growth Deals, work is underway on what the second wave will look like.

1.15 Through co-operation with government, learning lessons from the first wave and demonstrating our ability to move to implementation of the first wave, C&W will be in a good position to maximise the resources and flexibilities available under the second wave of Growth Deals.

## **2 Options considered and recommended proposal**

- 2.1 The only option considered has been for Coventry City Council to execute the role of Accountable Body.
- 2.2 If the Council choose not to take forward the option of being Accountable Body the CWLEP would need to approach another local authority. However, and more significantly, that would involve discussions and negotiations with government as a key part of the deal has been the use of a tried and tested body that has high level and recent experience of dealing with large external funds.
- 2.3 It is recommended that the Council move forward with this option.

## **3 Results of consultation undertaken**

- 3.1 The Growth Deal was an outcome of the SEP. The SEP has been the result of close partnership working from a range of public and private stakeholders. This includes Local authorities, Chambers of Commerce, Federation of Small Businesses and Universities. The business groups of the LEP have also been engaged in the development of the plan and in particular this has directly resulted in the work to prioritise investment in key employment sites, transport and skill infrastructure.
- 3.2 A local consultation event attracting over 150 businesses across the patch has been delivered and an on-line facility was also put in place for written responses.
- 3.3 These consultation vents have highlighted the importance of tourism to the local economy and the importance of developing Coventry City Centre and a need to generate growth throughout the area – all of which will now go forward as part of this Growth Deal.
- 3.4 It is also worth noting the SEP was also considered at the Business, Economy and Enterprise Scrutiny Board 3 at its meeting on [15 January 2014](#).

## **4 Timetable for implementing this decision**

- 4.1 The timetable to start delivering the projects is from 1<sup>st</sup> April 2015. The latest information from government would suggest that the draft Growth Deal offer letter will be issued in September outlining expectations regarding the monitoring of the grant. This is with a view to finalising and signing the agreement by the end of October.
- 4.2 The process now is to mobilise and work through the pre-conditions outlined in paragraph 1.12 and put in place an implementation plan with Government as soon as possible.

## **5 Comments from Executive Director, Resources**

### **5.1 Financial implications**

5.1.1 The total financial package from the Growth deal is £74.6m and the City Council is being asked to act as guarantor and Accountable Body for the full amount. Whilst there is some financial risk, there is no direct line implication of being Accountable Body, however, some of the capital resources maybe used to deliver schemes which have economic benefit to the city. Grant risk is discussed further in section 6.

5.1.2 The capital resource will be added to the Council's Capital Programme as part of the Capital Budget Setting Report that will be presented to Members in the autumn 2014.

5.1.3 As Accountable Body, Council Officers will ensure effective governance arrangements are in place to facilitate appropriate control over the allocation of resources and spend against the approved programme. The existing Resources and New Projects Team will use existing staff to manage the Growth Deal and deliver the Council's Accountable Body. Any further resourcing of staff to deliver the programme management will be met by external grant funding.

5.1.4 Revenue costs associated with the management, delivery and monitoring of individual schemes will be addressed in the formal approval of the individual schemes through the appropriate approval channel and not in this Cabinet report.

### **5.2 Legal implications**

5.1.5 The Council will be issued with a grant offer containing government terms and conditions. These will be devolved across to the name scheme applicants within the Growth Deal in Grant Aid Agreements. These will ensure appropriate conditions and obligations are passed to the applicants who receive the funding for delivering projects. The City Council has power to act as guarantor under section 1 of the Localism Act 2011.

## **6 Other implications**

### **6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**

6.1.1 The Growth deal will directly deliver against the Council's Plan, in particular it will contribute to at least half of the outcomes of the plan:

- Support businesses to grow
- Create infrastructure for the City to thrive
- Develop the city centre for the 21<sup>st</sup> century
- Raise the profile of Coventry
- Create jobs for local people
- Increasing the supply, choice and quality of housing
- Create an attractive, cleaner and greener City

6.1.2 The City Council's New **Jobs Strategy 2014-17** highlights the importance of creating jobs which the city needs. A number of the projects within the Growth Deal will support job creation within Coventry and the wider sub region.

## 6.2 How is risk being managed?

6.2.1 Experienced, robust and audited arrangements are already in operation within the Place Directorate to deliver the Accountable Body function for the Council. The Resources and New Projects (RNP) Team are not only experienced in bidding for and securing funds, they also provide an extensive and recognised programme management function on behalf of the Council and CWLEP for a number of schemes, currently totalling over £130million which includes the following schemes:

- Growing Places - £12m
- Regional Growth Fund - £28m
- City Deal Clearing House (Growth Hub) - £2.6m
- ERDF Infrastructure & Business Support – over £38m
- Coventry Investment Fund - £50m

6.2.2 As an authority we have been and continue to be the accountable body for millions of pounds worth of external funding and we have never had to repay grant back to the funder within the Place Directorate. Our reputation for delivering to time, budget, spend profile and within the rules is second to none.

6.2.3 The financial risk of the Growth Deal will sit with the Council. Claims will need to be made to central government in advance and reconciled thereafter. As it stands claims will be made on a quarterly basis, in line with other grant-funded programmes such as ERDF and RGF. Government will hold a “general power of variation” over our Growth Deal Funds. This gives them the right to reduce funding or cease a programme completely if external funding is not being managed to the correct standards, or it does not appear that the employment outcomes will be met. This is the same with all our grant funded programmes from government. This risk will be mitigated by the implementation of strict procedures for the programme management of Growth Deal -funded work, close liaison with our government monitoring officer, and ensuring that funding contracts awarded by the Council for the completion of infrastructure works place risk on the organisations which complete the works.

6.2.4 The Council has a good track record for maintaining and achieving significant financial controls and well established procedures for handling public funds and these will be applied to the Growth Deal projects in order to ensure that the best possible value is achieved for the Growth Deal’s investment in the schemes. Therefore the considered view of officers is that risk of clawback for each scheme is minimal.

6.2.5 The Council has already put in place an External Funding Board, chaired by the Assistant Director Financial Management, with officers from both Place and Resources, whose role is to ensure that the Council satisfactorily carries out its legal responsibilities and manages the risks to the Council in holding these types of funds

6.2.6 The individual projects will each have project officers/managers in place responsible for managing compliance with the funding requirements such as publicity, procurement and for monitoring progress including making grant claims to government. The highly experienced Planning, Transport & Highways division who have already successfully delivering Public Realm will continue to implement the Coventry Schemes within the Growth Deal.

6.2.7 Schemes delivered outside of the City Council by neighbouring authorities, will enter into a standard Grant Aid Agreement (GAA) with the City Council as accountable body. It is standard practice within GAA’s to transfer as much risk as possible to the successful applicant and project deliverer.

6.2.8 The RNP Team will have regular meetings with all the projects to review overall progress and to liaise between them and the government co-ordinating the monitoring and evaluation of the Growth Deal on behalf of the CWLEP.

6.2.9 Performance will be routinely monitored by the CWLEP, and reported to the Joint Committee and an annual progress report on the Growth Deal will be completed and brought back to Cabinet.

### **6.3 What is the impact on the organisation?**

#### **6.3.1 Human Resources Implications**

6.3.2 There will be staffing resources implications for the Resources and New Projects team, however it is not envisaged that new staff will need to be appointed in the short term as existing staff will be able to move over to work on the Growth Deal as current external funding programmes come to an end. In the medium to long term if staffing resources are needed they will be recruited in line with the Council's current recruitment policies and procedures.

### **6.4 Equalities / EIA**

6.4.1 It is the responsibility of each of the projects within the Growth Deal to undertake an Equality Impact Assessment as part of project development and impact. By 2021, this Deal will create at least 1,000 jobs across the City and region. The ambitions of our Strategic Economic Plan for Coventry & Warwickshire talk about the development of over 50,000 jobs. It is clear that the Growth Deal presents a positive trajectory on the availability of jobs across the sub-region.

### **6.5 Implications for (or impact on) the environment**

6.5.1 The large scale infrastructure projects will have an impact on the environment across the city. The projects will improve the environment, public spaces and surrounding areas and will all go through the planning system via the appropriate Local Planning Authority for each project area.

### **6.6 Implications for partner organisations?**

6.6.1 No direct implications. Some of the surround local authorities are likely to be the lead deliverers for some of the schemes and therefore will be contracted partners.

**Report author:****Name and job title:**

Andy Williams, Resources &amp; New Projects Manager

**Directorate:**

Place Directorate

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(All queries should be directed to the above person)

<b>Contributor/ Approver name</b>	<b>Title</b>	<b>Directorate</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
David Cockroft	Assistant Director, City Centre & Development Services	Place	28/7/14	30/7/14
Paula Deas	Coventry and Warwickshire Local Enterprise Partnership, Operations Director	-	25/7/14	28/7/14
Jaz Bilen	Human Resources Business Partner	Resources	25/7/14	28/7/14
Gary Collins	Programme Development Manager	Place	25/7/14	28/7/14
Lara Knight	Governance Services Team Leader	Resources	28/7/14	29/7/14
Mike Waters	Transportation Manager	Place	25/7/14	4/8/14
Parmi Mudhar	Finance Manager - Major Projects	Resources	25/7/14	29/7/14
<b>Approvers for submission (officers and Members):</b>				
Rosalyn Lilley	Solicitor, Legal Services	Resources	25/7/14	28/7/14
Jane Murphy	Strategic Finance Manager	Resources	29/7/14	29/7/14
Martin Yardley	Executive Director, Place	Place	29/7/14	4/8/14
Councillor K Maton	Cabinet Member (Business, Enterprise and Employment)	-	4/8/14	4/8/14

This report is published on the council's website: [www.coventry.gov.uk/councilmeetings](http://www.coventry.gov.uk/councilmeetings)



## Public report

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Council

9<sup>th</sup> September, 2014

**Name of Cabinet Member:**

Councillor A Lucas – Cabinet Member (Policy and Leadership)

**Director Approving Submission of the report:**

Executive Director, Resources

**Ward(s) affected:**

Not Applicable

**Title:**

**Appointments of the City Council - Membership of the Corporate Parenting Board**

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**Is this a key decision?**

No

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**Executive Summary:**

This report seeks approval to amend the appointments made at the Annual Meeting of the City Council in June 2014 to the membership of the Corporate Parenting Board (which acts as the Cabinet Advisory Panel for Looked After Children).

**Recommendations:**

That the City Council appoints Councillor Chater (Deputy Cabinet Member (Education)) to the Corporate Parenting Board (which acts as the Cabinet Advisory Panel for Looked After Children).

**List of Appendices included:**

1. Terms of Reference and current membership of the Corporate Parenting Board

**Background papers:**

None

**Other Useful Documents:**

Cabinet Report, 16 April 2013, establishing the Corporate Parenting Board

<http://democraticservices.coventry.gov.uk/documents/s10032/Establishment%20of%20Corporate%20Parenting%20Board.pdf>

**Has it or will it be considered by Scrutiny?**

No

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

No

**Will this report go to Council?**

Yes – 9<sup>th</sup> September, 2014



## **Report title: Appointments of the City Council**

### **1. Context (or background)**

#### **Appointment to Corporate Parenting Board**

- 1.1 Cabinet has approved the establishment of the Corporate Parenting Board to perform the functions of a cabinet advisory panel as set out in the Board's Terms of Reference (appended). The City Council is the corporate parent of all children it takes into its care and as the Corporate Parent to these looked after children and young people it is important that there is a mechanism whereby strategic level decisions and services can be reviewed at a senior level.

#### **Amendment to Membership**

- 1.2 At the Annual Meeting of the City Council on 5th June 2014, the membership of this Board was agreed. It is now proposed to appoint Councillor Chater (Deputy Cabinet Member (Education)) to the Board with immediate effect.

### **2. Options considered and recommended proposal**

It is proposed that:

- 2.1 Councillor Chater (Deputy Cabinet Member (Education)) be appointed to the Corporate Parenting Board.

### **3. Results of consultation undertaken**

- 3.1 Not applicable

### **4. Timetable for implementing this decision**

- 4.1 The appointment will take effect from the date of the Council Meeting.

### **5. Comments from Executive Director, Resources**

- 5.1 Financial implications

Not applicable

- 5.2 Legal implications

The appointment of additional councillors is within the Board's terms of reference.

### **6. Other implications**

These appointments will enable the Board to be more effective in carrying out the functions assigned to it by Cabinet.

**Report author:**

**Name and job title:**

Michelle Rose, Governance Services Officer

**Directorate:**

Resources Directorate

**Tel and email contact:**

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E-mail: [Michelle.rose@coventry.gov.uk](mailto:Michelle.rose@coventry.gov.uk)

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
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Hugh Peacocke	Governance Services Manager	Resources	6/8/14	
Suzanne Bennett	Governance Services Officer	Resources	30/7/14	31/7/14
Lara Knight	Governance Services Officer	Resources	30/7/14	31/7/14
Adrian West	Member and Elections Team Manager	Resources	6/8/14	7/8/14
<b>Names of approvers for submission:</b> (Officers and Elected Members)				
Carol Bradford	Legal Services	Resources	6/8/14	6/8/14
Chris West	Executive Director Resources	Resources	13/8/14	13/8/14
Councillor Lucas	Leader of the Council		13/8/14	13/8/14

This report is published on the council's website: [www.coventry.gov.uk/meetings](http://www.coventry.gov.uk/meetings)

**Membership of the Corporate Parenting Board, appointed at the Council's Annual Meeting 5<sup>th</sup> June 2014:**

Councillor Ruane	Cabinet Member for Children and Young People (Chair)
Councillor Kershaw	Cabinet Member for Education
Councillor Innes	Chair of Education and Children's Scrutiny Board (2)
Councillor M Mutton	Labour Group Representative
Councillor Blundell	Shadow Cabinet Member for Education
Councillor Lepoidevin	Shadow Cabinet Member for Children and Young People
Councillor Skinner	Conservative Group Representative

Terms of Reference

1. The Board will be constituted as a Cabinet Advisory Panel with a politically balanced membership.
2. To focus on the requirements in legislation and in good practice advice for Elected Member involvement and support in service improvement for looked after children and young people.
3. To develop a work programme and allocate and monitor tasks within the City Council to improve outcomes for looked after children.
4. To identify key areas where services and partner agencies need to deliver improved support for looked after children and refer these issues to the relevant organisations as necessary.
5. To develop and support direct communication with looked after children, including formal meetings and consultation leading to the establishment of a Children's Council, a structured pattern of visits to children's homes and social work team offices, and also informal meetings with looked after children and young people with a social and enjoyable element.

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