

**Time and Date**

2.00 pm on Tuesday, 12th March, 2019

**Place**

Committee Room 3 - Council House

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**Public business**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes** (Pages 3 - 22)
  - (a) To agree the minutes from the meetings of Cabinet on 12<sup>th</sup> and 19<sup>th</sup> February 2019
  - (b) Matters arising
4. **Exclusion of Press And Public**

To consider whether to exclude the press and public for the item(s) of private business for the reasons shown in the report.
5. **Adoption of Housing and Homelessness Strategy** (Pages 23 - 96)

Report of the Deputy Chief Executive (Place)
6. **2019/20 Transportation and Highway Maintenance Capital Programme** (Pages 97 - 118)

Report of the Chief Executive (Place)
7. **Contract for Materials Recycling Facilities (MRF) and Associated Bulking and Transport.** (Pages 119 - 126)

Report of the Deputy Chief Executive (Place)
8. **Outstanding Issues** (Pages 127 - 130)

Report of the Deputy Chief Executive (Place)
9. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

## **Private business**

10. **Contract for Materials Recycling Facilities (MRF) and Associated Bulking and Transport** (Pages 131 - 138)

Report of the Deputy Chief Executive (Place)

(Listing Officer: L Shannon, Tel: 024 7683 1235)

11. **Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

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Martin Yardley, Deputy Chief Executive (Place), Council House, Coventry  
Monday, 4 March 2019

Note: The person to contact about the agenda and documents for this meeting is Lara Knight / Michelle Salmon, Governance Services, Tel: 024 7683 3237 / 3065, Email: [lara.knight@coventry.gov.uk](mailto:lara.knight@coventry.gov.uk) / [michelle.salmon@coventry.gov.uk](mailto:michelle.salmon@coventry.gov.uk)

Membership:

Cabinet Members:-

Councillors F Abbott, K Caan, G Duggins (Chair), P Hetherington, A Khan (Deputy Chair), K Maton, J Mutton, J O'Boyle, E Ruane and Seaman

Non-voting Deputy Cabinet Members:- Councillors P Akhtar, R Ali, B Kaur, R Lakha, T Skipper and D Welsh

By invitation: Councillors A Andrews and G Ridley (non-voting Opposition representatives)

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting OR if you would like this information in another format or language please contact us.

**Lara Knight / Michelle Salmon, Governance Services,  
Tel: 024 7683 3237 / 3065, Email: [lara.knight@coventry.gov.uk](mailto:lara.knight@coventry.gov.uk) / [michelle.salmon@coventry.gov.uk](mailto:michelle.salmon@coventry.gov.uk)**

# Public Document Pack Agenda Item 3

## Coventry City Council

### Minutes of the Meeting of Cabinet held at 2.00 pm on Tuesday, 12 February 2019

Present:

Members: Councillor G Duggins (Chair)  
Councillor F Abbott  
Councillor K Caan  
Councillor J Hetherton  
Councillor K Maton  
Councillor J Mutton  
Councillor J O'Boyle  
Councillor E Ruane  
Councillor P Seaman

Deputy Cabinet Members Councillor P Akhtar  
Councillor R Ali  
Councillor B Kaur  
Councillor R Lakha  
Councillor T Skipper  
Councillor D Welsh

Non-Voting Opposition Members: Councillor A Andrews  
Councillor K Taylor

Other Members: Councillor J Clifford  
Councillor M Mutton  
Councillor C Thomas

Employees (by Directorate):

People G Quinton (Deputy Chief Executive (People)),  
S Heawood, K Nelson

Place M Yardley (Deputy Chief Executive (Place)), B Hastie,  
C Hickin, P Jennings, C Knight, L Knight, L Nagle,  
J Newman, S Wiles

Apologies: Councillors AS Khan, G Ridley

## **Public Business**

### **104. Declarations of Interest**

There were no disclosable pecuniary interests.

### **105. Minutes**

The minutes of the meeting held on 8<sup>th</sup> January 2019 were agreed and signed as a true record.

There were no matters arising.

## 106. **Coventry Air Quality Action Plan**

The Cabinet considered a report of the Deputy Chief Executive (Place), which set out the proposed Outline Business Case for Coventry in relation to its Air Quality Action Plan for submission to the Joint Air Quality Unit.

In July 2017, the Government published the “United Kingdom Plan for Tackling Roadside Nitrogen Dioxide (NO<sub>2</sub>) Concentrations” in response to growing concerns about the impact on the nations’ health. Coventry was named as one of 22 towns and cities within the UK where NO<sub>2</sub> levels were forecast to exceed legal limits by 2020.

The Government established a Joint Air Quality Unit (JAQU) to work with the relevant local authorities to develop Local Air Quality Action Plans (LAQAP) to achieve the legal limits for NO<sub>2</sub> in the shortest possible time. Local authorities are required to submit business cases to access funding set aside to support the delivery of these plans.

Detailed air quality and traffic modelling identified that within Coventry the areas of greatest concern in terms of poor air quality are Holyhead Road (Ring Road to Alvis Retail Park) and Walsgrave Road (Ball Hill).

An initial Strategic Outline Case was submitted to JAQU in March 2018 outlining the range of measures under consideration. The measures in the Strategic Outline Case have been modelled in detail to identify the preferred package of measures that will be included in the LAQAP. The preferred package avoids the need for any form of charging and includes:

- Promoting the use of electric vehicles
- Real time monitoring of air quality linked to dynamic traffic management
- Initiatives to promote changes in travel behaviour and reduce car use in the city
- Highway improvements to ease congestion (focussed on Holyhead Road / Spon End and Walsgrave Road)
- Construction of new cycle routes

The LAQAP, supported by an Outline business case identifying the resources required to implement it, was due to be submitted to JAQU by the end of 2018 but, following considerable work developing the evidence base and assessing options, submission has been delayed into 2019 to ensure that the most robust case for the preferred package of measures can be made. A copy of the Outline Business Case was appended to the report submitted.

The Cabinet noted that there will be public engagement on the preferred package, feedback from which will be used to refine the Outline Business Case and finalise the package to be presented to Government in the Full Business Case submission later in 2019.

The Council was successful in bidding for early funding to improve air quality and in July 2018 the Cabinet approved the addition of grant funded projects to the Council’s capital programme. Implementation of these projects was progressing well and would be completed by the end of 2019.

In July 2018, the Cabinet also approved the submission of a bid to Government for funding from the latest round of the Ultra-Low Emissions Bus Scheme. The joint bid with National Express and Transport for the West Midlands was for the purchase of ten new electric-powered buses to operate within Coventry, and for the supporting charging infrastructure. The outcome of this bid is expected during February 2019.

The report indicated that, as part of the Early Measures Programme, work was to be undertaken at the Ball Hill Junction. A proposed redesign of the junction to reduce delay on the A4600 and improve air quality was the subject of public consultation in Autumn 2018. Following analysis of the feedback, the proposal has been amended and a package of highway improvements identified that are intended to reduce the amount of traffic passing through Ball Hill Junction.

Due to the timescales for this matter, in accordance with Paragraph 19 of the City Council's Constitution, Councillor McNicholas, as nominee of the Chair of the Scrutiny Co-ordination Committee, attended the meeting for the consideration of this matter to agree the need for urgency such that call-in arrangements would not apply. The reason for urgency was the need to submit the Outline Business Case to the JAQU at the earliest opportunity in order to comply with the direction issued to Local Authorities by the Secretary of State.

**RESOLVED that the Cabinet:**

- 1. Approve the submission to Government of the Outline Business Case for the Coventry City Local Air Quality Action Plan.**
- 2. Delegate Authority to the Deputy Chief Executive (Place), following consultation with the Leader of the Council, Cabinet Member for Jobs and Regeneration, Cabinet Member for Public Health and Sport, Cabinet Member for City Services and the Director of Finance and Corporate Services to:**
  - a. Manage the submission of the Outline Business Case for the Coventry City Local Air Quality Action Plan, as appended to this report, to Government.**
  - b. Undertake the public engagement and consultation on the Coventry City Local Air Quality Action Plan.**
  - c. Develop and submit to the appropriate bodies, bids for grant funding for further measures that would support the objectives of the Local Air Quality Action Plan.**
- 3. Note the progress with the implementation of the NO<sub>2</sub> Plan Early Measures Fund grant awarded for the A4600 Corridor (£2.021m) and approve the amendment of the programme in relation to Ball Hill Junction Improvement Scheme, as outlined in Paragraph 1.9 of the report submitted.**

4. **Note the submission of the Ultra-Low Emission bus Scheme capital grant bid and if successful for the sums secured to be added to the Council's 5 year Capital Programme.**
5. **Delegate authority to the Deputy Chief Executive (Place), following consultation with the Director of Finance and Corporate Services to enter into funding agreements as appropriate to secure the Ultra-Low Emissions Bus Scheme capital grant.**
6. **Delegate authority to the Deputy Chief Executive (Place) for the conduct of procurement processes as are required to achieve the Coventry City Air Quality Action Plan and for the award of such once a compliant procurement exercise has been conducted.**

107. **Revised Safeguarding Arrangements and Local Assurance Framework**

The Cabinet considered a report of the Chief Executive, which set out the proposed transfer from the current Safeguarding Children Board to a new Safeguarding Children's Partnership and related changes within the wider safeguarding arrangements across children and adult services in respect of the Independent Chair role.

The report indicated that there had been legislative changes within the Children and Social Work Act 2017 and updated guidance in Working Together 2018, which impacted directly on Local Safeguarding Children's Boards as well as outlining a proposal to ensure compliance with the changes locally. There is no corresponding change for adults safeguarding at this time although the Cabinet noted that the Care Act 2014 placed Adult Safeguarding Boards on a statutory footing for the first time, thus giving an equivalent obligation to that which exists for children. The Coventry Safeguarding Adults Board has been in existence since before the Care Act recognising the City's approach to adopting best practice for adult safeguarding arrangements.

The report also presented a revised assurance document which outlined recommendations to satisfy the Council that local arrangements continue to be effective in discharging the duties of the key statutory roles of Director of Children's Services, Director of Adult Services and Director of Public Health.

**RESOLVED that the Cabinet:**

1. **Approve the proposal for the creation of the Safeguarding Children's Partnership.**
2. **Approve the continuation of the separate existing Adult Safeguarding Board arrangements noting that opportunities for learning and consistency between boards is achieved through the single Safeguarding Board Chair.**
3. **Note the outcome of the Local Assurance review of the roles of the Director of Children's Services and Director of Adult Services and support the recommendation that the changes in appointments are implemented.**

108. **2018/19 Third Quarter Financial Monitoring Report (to December 2018)**

The Cabinet considered a report of the Deputy Chief Executive (Place) which provided the forecast outturn position for the revenue and capital expenditure and the Council's treasury management activity as at the end of Quarter 3 (December 2018).

The Cabinet noted that the report would also be considered by the Audit and Procurement Committee at their meeting scheduled for 25<sup>th</sup> February 2019.

Cabinet approved the Council's revenue budget of £234.8m on the 20<sup>th</sup> February 2018 and a Directorate Capital Programme of £262.5m. The headline revenue forecast for 2018/19, at Quarter 3, is an under-spend of £1.8m. At the same point in 2017/18 there was a projected overspend of £1.8m. The headline capital position reports £58.6m of expenditure rescheduled into 2019/20 reflecting the reality that some of the Council's major schemes will fall significantly short of their planned progress this year. Notwithstanding the Council is still expected to deliver its largest capital programme in the modern era.

The revenue position continues to reflect overspends in several service areas that have been subject to recent budgetary pressures which continue to demand management attention. This is most pressing and significant in relation to housing and homelessness services, the financial position for which has further worsened. Although a range of plans are being implemented, these circumstances are expected to be in place for some time. This is reflected in the financial proposals within the 2019/20 Re-Budget report which are likely to be updated in the Council's final 2019/20 Budget report.

The change in the overall revenue bottom line is due to several positive unbudgeted movements with including expected Coventry and Solihull Waste Disposal Company dividends and improved investment returns. These are opportune movements at a time when the Council needs to assess its financial resilience in relation to current financial risks and potential future shocks. It is likely that recommendations will be brought within June's financial outturn report regarding the need to reinforce the level of reserves to address this. Ahead of this, the report submitted recommends contributing £1.2m of Business Rates Levy surplus, announced as part of the Government's Provisional Settlement in December, to the Council's Business Rates reserve.

The Council's capital spending is projected to be £173.7m for the year, a net decrease of £48.7m on the programme planned at Quarter 2. In previous quarterly reports Cabinet was alerted to the possibility of significant capital slippage later in the budgetary cycle and this risk is one that has materialised. Significant movements have occurred in a number of schemes, including Whitley South, City Centre South and the Friargate regeneration scheme. However, the Council has now finalised the legal agreement establishing the Friargate Joint Venture Company with Cannon Kirk which should enable progress on the Friargate Scheme.

The report also set out the current position in relation to treasury management activity in 2018/19, including interest rates; long term (capital) borrowing; short term (temporary) borrowing; external investments and the prudential indicators and prudential code.

**RESOLVED that the Cabinet:**

- 1. Note the forecast revenue at Quarter 3.**
- 2. Approve contribution of the Business Rates Levy surplus resources expected from Government (c£1.2m) to the Business Rates reserve.**
- 3. Approve the revised capital estimated outturn position for the year of £173.7m incorporating £10.0m net increase in spending relating to approved/technical changes, £58.6m net rescheduling of expenditure into 2019/20 and a £0.1m net scheme underspend.**

**109. Consultation Responses: Local Authorities' Relative Needs and Resources and Business Rates Retention Reform**

The Cabinet considered a report of the Deputy Chief Executive (Place), which set out proposed responses to two Government consultations on Local Authorities' Relative Needs and Resources and Business Rates Retention Reform.

The Government issued two consultation documents on the 13<sup>th</sup> December 2018 entitled "Review of Local Authorities' Relative Needs and Resources" and "Business Rates Retention Reform". The consultations form part of the Government's over-haul of local government finance which is due to take effect in the financial year 2020/21. This would incorporate an overall settlement determined by the 2019 Spending Review, new baseline funding allocations for individual local authorities informed by an up-to-date assessment of their relative needs and resources and the impact of a new 75% Business Rate retention model. Responses are required by 21<sup>st</sup> February 2019. The proposed Council responses were attached to the report submitted as Appendices 1 and 2.

The significance of the outcome of such a consultation make it important for the Council to add its own response. The majority of the consultation questions focus on detailed technical aspects of the potential funding arrangements. Given the lack of transparency of the current funding model and the length of time that it has been in operation, it is not possible to draw firm conclusions on the likely impact of any changes to the funding arrangements implied by the Council's responses. The expectation should be that such a review results in a system that is evidence based, robust and fair from the Council's proposed responses are aimed at achieving such an outcome.

The responses incorporate the following broad elements:

- Notwithstanding how resources are allocated in any new system, the most important factor is how much funding is available. This will be determined by the Spending Review rather than the outcome of these consultations.

- The system must continue to protect authorities with higher needs and which may end up being losers between the baseline resets.
- The new arrangements should push for a more dynamic system with regular refreshes, up to date data, baseline rests and quicker 'transitions' (e.g. not damping that goes on for ever).
- The response makes the point that arguments from some authorities around sparsity and negative Revenue Support Grant (RSG) are not evidence based and should not be allowed to distort the outcomes.
- Councils should gain the benefit or bear the cost of local decision making (so resource needs should be assessed using notional assumptions of Council Tax not actual levels and not adjusting for local decisions on Council Tax Support).
- The response argues against fees and charges being adjusted for within the system on the basis that it is impossible to measure their impact reliably.
- The response argues for partial and phased element of resets and for Councils to keep the majority of Business Rates growth that results from local economic growth.

The Cabinet noted that the report had also been considered by the Finance and Corporate Services Scrutiny Board (1) at its meeting on 6<sup>th</sup> February 2019 and a briefing note setting out their discussions and recommendation was provided to the Cabinet, who supported their recommendation to ask Government to undertake suitable Equality Impact Assessments on the proposed changes.

**RESOLVED that the Cabinet:**

1. **Considered and agreed the comments and recommendations from the Finance and Corporate Services Scrutiny Board (1).**
2. **Recommend to Council that they approve the attached consultation response, including the recommendation from the Finance and Corporate Services Scrutiny Board (1), to be sent to the Ministry of Housing, Communities and Local Government.**

**110. 2020/2021 Admissions Policies for Coventry Community and Voluntary Controlled Primary, Infant and Junior Schools**

The Cabinet considered a report of the Deputy Chief Executive (People), which set out proposed changes to the admissions policies for Coventry Community and Voluntary Controlled Primary, Infant and Junior Schools.

The Cabinet noted that consultation is required to take place every seven years on school admission arrangements under the School Standards and Framework Act. In April 2006, the Cabinet agreed that consideration of reports on school admissions arrangements would be delegated to the appropriate Cabinet Member in years where there were no significant changes to the admission arrangements. It has now been seven years since the last consultation and the following significant changes to the admission policies were proposed:-

- Broadening the definition of brothers and sisters to include those children whose parents live together without being married. This would

more accurately reflect and meet the needs of the families living in the City.

- Adding a new priority for children of school staff which it is hoped will help schools to recruit staff. It would only have a marginal impact of perhaps one or two places in any school, but it may help schools to secure the services of staff that will benefit a large number of children over time.
- Changing the waiting list arrangements so that instead of having to apply to remain on the waiting list each term, parents will only have to apply after 31<sup>st</sup> December to remain on the waiting list for the remainder of the academic year.
- A separate policy created for St Andrew's Infant School which reflects more clearly the specific links with Eastern Green Junior School and enables the wording in the general policy for primary schools to be simplified as it no longer needs to refer to infant and junior schools.

The consultation on these proposed changes was carried out in line with the requirements of the School Admissions Code 2014 and included direct consultation with all admission authorities within Coventry, neighbouring admission authorities, diocesan representatives, parents, trade unions and the wider public. An online survey was available from 23<sup>rd</sup> November 2018 to 11<sup>th</sup> January 2019 and use was also made of social media, communication links with all schools and advertising postcards in early years, health and community venues to encourage feedback and participation in the online consultation on the city council website. Details of the consultation results were appended to the report submitted.

**RESOLVED that the Cabinet determine the admission arrangements for all community and voluntary controlled primary, infant and junior schools for 2020/21.**

**111. Creation of a Public Spaces Protection Order for St Michaels and surrounding areas - public consultation**

The Cabinet considered a report of the Deputy Chief Executive (Place), which sought approval for a period of consultation in relation to the creation of a Public Space Protection Order (PSPO) for St Michaels Ward and the surrounding area.

In order to ensure that the City Centre is an attractive destination for residents, shoppers and businesses, there is a need to minimise any behaviours that may be detrimental to the quality of life in this locality and potentially deter people from visiting the City Centre and other places covered by the order.

Equally, there is significant Police and local intelligence that there is an existing and ever emerging issue in the City Centre and surrounding areas regarding drug use, drug dealing and exploitation of young people, both criminally and sexually. In addition, an increase in public place violence including gun and knife crime has been seen and it is believed that these issues are related.

The report submitted proposes a PSPO for St Michaels Ward to assist police officers in dealing with various anti-social activities in a prompt and effective manner.

In order to avoid displacement of criminal activity between different areas of the City Centre and surrounding neighbourhoods, the Order covers the geographical areas of St Michaels Ward and a small number of other areas including the Canal Basin and Gosford Green.

The draft PSPO was appended to the report and permission was sought to consult the general public, partners and businesses on its potential introduction.

**RESOLVED that the Cabinet:**

- 1. Approve the wording of the proposed Public Space Protection Order and the suggested area to be covered by the Order, as set out in Appendices 1 and 2 of the report submitted.**
- 2. Authorise officers to consult with partners, businesses and the general public on the proposed Public Space Protection Order and the suggested area to be covered by the Order.**
- 3. Request that a further report be brought back to Cabinet with the findings of the consultation and subsequent recommendations.**

**112. Acceptance of Sport England Grant Funding towards 50m Swimming Pool at Alan Higgs Centre and future of Coventry Sports and Leisure Centre**

The Cabinet considered a report of the Deputy Chief Executive (Place), which set out proposals for the acceptance of Sport England Funding towards a 50m Swimming Pool at the Alan Higgs Centre and the future of the Coventry Sports and Leisure Centre.

In September 2014, the Council unanimously approved a ten-year partnership Sports Strategy for the City, underpinned by a new indoor Facilities Strategy, Playing Pitch Strategy and Aquatic Strategy.

The strategic review and rationalisation of public leisure facilities had been shaped into an implementation programme and the development of aquatic facilities at the Centre AT7 represented the first phase of this approach using an investment model of recycling revenue funding previously used for grant funding ageing facilities. Investment in Centre AT7 resulted in an immediate and positive impact in participation levels when compared to the Foleshill Sports and Leisure Centre.

In September 2014, Council approved £36.7m to be added to the capital programme for 2014/15 for the development of a City Centre Destination Leisure Facility (“The Wave”). This was the start of the second phase of the programme, with the opening of the facility set for later in 2019. Following this decision, the Council continued to work to explore and test the feasibility of providing a new 50m swimming pool. In August 2016, the Council approved the investment of £10.5m into a 50m swimming pool alongside a range of other sports improvements at the Alan Higgs Centre.

Sport England agreed to support the strategic development of aquatic provision in the City with a total of £3m investment. The first £1.5m was allocated to the development of The Wave. It is now proposed to accept the remaining £1.5m grant from Sport England towards the construction of the 50m swimming pool and enhancement of associated public leisure facilities at the Alan Higgs Centre. This would be added to the capital programme, such that the existing scheme could continue to be delivered on site to proposed standards.

Coventry Sports and Leisure Centre is made up of two parts, with the swimming section dating back to 1966 and the sports hall section to 1975. Levels of participations are declining as more modern and accessible facilities, such as the Centre AT7, are opened.

The opening of the 50m swimming pool at the Alan Higgs Centre along with the ongoing development of associated public leisure facilities in other areas of the City means that formal approval to close and decommission the Coventry Sports and Leisure Centre is now sought.

In January 2018, the Cabinet approved the addition of £2.05m to the capital programme for the development of a six lane indoor bowls rink and the Avenue Outdoor Bowls Club, Gavestone Road.

A petition was heard on 8<sup>th</sup> October 2018 by the Cabinet Member for Public Health and Sport requesting that the Council keep Badminton court facilities in the city centre. It is proposed that work and consultation with any sports clubs and users that are to be displaced without alternative provision as a result of the phased commissioning and closure of the Coventry Sports and Leisure Centre commence, in order to find alternative facility provision within the city where possible.

It is proposed that there be a phased closure of the Coventry Sports and Leisure Centre and the commissioning of feasibility for the future use of the building. This would see the phased decommissioning and closure in line with decreasing demand, subject to their being no failure of major plant / equipment or force majeure. Feasibility work would be commissioned and undertaken in relation to the future uses and / or the potential disposal of the building, taking account of factors such as the city centre location, key planning and heritage requirements, financial implications and future sustainability.

**RESOLVED that the Cabinet:**

- 1. Delegate authority to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services to accept the terms and conditions of the Sport England grant and incorporate the grant within the Capital Programme as necessary.**
- 2. Approve the managed decommissioning and phased closure of the Coventry Sports and Leisure Centre (“the Property”) as set out in the report submitted. This includes working with users to identify, where possible, alternative facilities for them to use.**

3. **Approve that following the closure of the Property (Coventry Sports and Leisure Centre) to declare the Property surplus to requirement and also consent to the disposal of the Property by the City Council (if deemed appropriate).**
4. **Delegate authority to the Deputy Chief Executive (Place) following consultation with the Cabinet Member for Jobs and Regeneration to agree the preferred method of disposal and to commence the disposal process. The authority granted under this recommendation shall include the power to undertake the necessary due diligence and to enter into such legal agreements.**
5. **Delegate authority to the Deputy Chief Executive (Place) following consultation with the Cabinet Member for Jobs and Regeneration to oversee and approve the planned phased closure of Coventry Sports and Leisure Centre.**

113. **Outstanding Issues**

There were no outstanding issues.

114. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of public business.

(Meeting closed at 3.25 pm)

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# Public Document Pack

## Coventry City Council

### Minutes of the Meeting of Cabinet held at 10.00 am on Tuesday, 19 February 2019

Present:

Members: Councillor G Duggins (Chair)  
Councillor A Khan (Deputy Chair)  
Councillor P Hetherton  
Councillor K Maton  
Councillor J Mutton  
Councillor J O'Boyle  
Councillor E Ruane  
Councillor P Seaman

Deputy Cabinet Members Councillor P Akhtar

Non-Voting Opposition Members: Councillor A Andrews  
Councillor G Ridley

Other Members: Councillor J Clifford  
Councillor M Mutton

Employees (by Directorate):

Chief Executive's M Reeves (Chief Executive)  
People G Quinton (Deputy Chief Executive (People)), N Hart  
Place M Yardley (Deputy Chief Executive (Place)), P Jennings,  
L Knight, J Newman  
Apologies: Councillors F Abbott, R Ali, B Kaur, R Lakha

## **Public Business**

### **115. Declarations of Interest**

There were no declarations of pecuniary interests.

### **116. 2019/20 Council Tax Setting Report**

The Cabinet considered a report of the Deputy Chief Executive (Place) which calculated the Council Tax level for 2019/20 and made appropriate recommendations to Council, consistent with the Budget Report 2019/20.

The report indicated that some of the figures and information set out within the report were identified as provisional as the Police and Crime Commissioner and the Fire and Rescue Authority precepts had not been confirmed at the time of publication. The Cabinet were advised by the Deputy Chief Executive (Place) that confirmation had not yet been received in relation to these precepts and that it was anticipated that information would be available for the Council meeting later in the day.

The report incorporated the impact of the Council's gross expenditure and the level of income it will receive through Business Rates, grants, fees and charges. This results in a Council Tax requirement, as the amount that its expenditure exceeds all other sources of income.

The report includes a calculation of the Band D Council Tax that will be needed to generate this Council Tax requirement, based on the City's approved Council Tax base. The 2019/20 Band D Council Tax that is calculated through this process as increased by £46.36 from the 2018/19 level.

The Government has legislated that the rise in Coventry City Council's basic Council Tax must be below 3% in 2019/20 to avoid triggering a referendum. The recommendations within the Budget Report 2019/20 are based on a proposed increase in Council Tax of 2.9%.

It was noted that the recommendations follow the structure of resolutions drawn up by the Chartered Institute of Public Finance and Accountancy, to ensure that legal requirements are fully adhered to in setting the tax. As a consequence the wording of the proposed resolutions is necessarily complex.

**RESOLVED that the Cabinet recommend that Council:**

**1. Note the following Council Tax base amounts for the year 2019/20, as approved by Cabinet on 8<sup>th</sup> January 2019, in accordance with Regulations made under Section 31B of the Local Government Finance Act 1992 ("the Act"):**

- a) 83,400.1 being the amount calculated by the Council as its Council Tax base for the year for the whole Council area;**
- b) 

Allesley	337.8
Finham	1,548.4
Keresley	239.0

**Being the amounts calculated by the Council as its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate.**

**2. That the following amounts be now calculated by the Council for the year 2019/20 in accordance with Sections 31A, 31B and 34 to 26 of the Act :**

- (a) £744,441,666 being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils (*Gross Expenditure and reserves required to be raised for estimated future expenditure*);**

(b) £609,249,683 being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3) of the Act. (*Gross Income including reserves to be used to meet the Gross Expenditure but excluding Council Tax income*);

(c) £135,191,983 being the amount by which the aggregate at 2(a) above exceeds the aggregate at 2(b) above, calculated by the Council in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year;

(d) £1,621.01  $\frac{2(c)}{1(a)} = \frac{£135,191,983}{83,400.1}$

Being the amount at 2(c) above divided by the amount at 1(a) above, calculated by the Council in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year. (*Average Council Tax at Band D for the City including Parish Precepts*).

(e) £34,615 being the aggregate amount of all special items referred to in Section 34(1) of the Act. (*Parish Precepts*);

(f) £1,620.59 = 2(d) -  $\frac{2(e)}{1(a)}$  = £1,621.01 -  $\frac{£34,615}{83,400.1}$

(g)

Coventry Unparished Area	£1,620.59
Allesley	£1,639.62
Finham	£1,634.39
Keresley	£1,649.15

being the amounts given by adding to the amount at 2(f) above, the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate. (*Council Taxes at Band D for the City and Parish*)

(h)

<b>Valuation Band</b>	<b>Parts to which no special item relates</b>	<b>Parish of Allesley</b>	<b>Parish of Finham</b>	<b>Parish of Keresley</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>A</b>	<b>1,080.39</b>	<b>1,093.08</b>	<b>1,089.59</b>	<b>1,099.43</b>
<b>B</b>	<b>1,260.46</b>	<b>1,275.26</b>	<b>1,271.19</b>	<b>1,282.67</b>
<b>C</b>	<b>1,440.52</b>	<b>1,457.44</b>	<b>1,452.79</b>	<b>1,465.91</b>
<b>D</b>	<b>1,620.59</b>	<b>1,639.62</b>	<b>1,634.39</b>	<b>1,649.15</b>
<b>E</b>	<b>1,980.72</b>	<b>2,003.98</b>	<b>1,997.59</b>	<b>2,015.63</b>
<b>F</b>	<b>2,340.85</b>	<b>2,368.34</b>	<b>2,360.78</b>	<b>2,382.10</b>
<b>G</b>	<b>2,700.98</b>	<b>2,732.70</b>	<b>2,723.98</b>	<b>2,748.58</b>
<b>H</b>	<b>3,241.18</b>	<b>3,279.24</b>	<b>3,268.78</b>	<b>3,298.30</b>

being the amounts given by multiplying the amounts at 2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwelling listed in different valuation bands.

3. To note that for the year 2019/20 the Police and Crime Commissioner for the West Midlands and West Midlands Fire Authority have stated the following amounts in precepts issued to the Council in accordance with Section 40 of the Act, for each of the categories of dwelling shown below:

<b>Valuation Band</b>	<b>Police and Crime Commissioner for the West Midlands</b>	<b>West Midlands Fire Authority</b>
	<b>£</b>	<b>£</b>
<b>A</b>	<b>101.70</b>	<b>40.40</b>
<b>B</b>	<b>118.65</b>	<b>47.13</b>
<b>C</b>	<b>135.60</b>	<b>53.87</b>
<b>D</b>	<b>152.55</b>	<b>60.60</b>
<b>E</b>	<b>186.45</b>	<b>74.07</b>
<b>F</b>	<b>220.35</b>	<b>87.53</b>
<b>G</b>	<b>254.25</b>	<b>101.00</b>
<b>H</b>	<b>305.10</b>	<b>121.20</b>

4. That having calculated the aggregate in each case of the amounts as 2(h) and 3 above, the Council, in accordance with Sections 30 and 36 of the Act, hereby sets the following amounts as the amounts of Council Tax for the year 2019/20 for each part of its area and for each of the categories of dwellings shown below:

Valuation Band	Parts to which no special item relates	Parish of Allesley	Parish of Finham	Parish of Keresley
	£	£	£	£
A	1,222.49	1,235.18	1,231.69	1,241.53
B	1,426.24	1,441.04	1,436.97	1,448.45
C	1,629.99	1,646.91	1,642.26	1,655.38
D	1,833.74	1,852.77	1,847.54	1,862.30
E	2,241.24	2,264.50	2,258.11	2,276.15
F	2,648.73	2,676.22	2,668.66	2,689.98
G	3,056.23	3,087.95	3,079.23	3,103.83
H	3,667.48	3,705.54	3,695.08	3,724.60

5. That the Council determines that its relevant basic amount of Council Tax for 2019/20 is not excessive in accordance with the principles approved under Sections 52ZC and 52ZD of the Act.

#### 117. Budget Report 2019/20

The Cabinet considered a report of the Deputy Chief Executive (Place), which set out the proposals for the Council's final revenue and capital budget for 2019/20.

The report followed on from the Pre-Budget report approved by the Cabinet on 27th November 2018, which had been the subject of a period of public consultation. The proposals within the report now submitted formed the basis of the Council's final revenue and capital budget for 2019/20, incorporating the following details:

- Gross budgeted spend of £744m (£17m and 2% higher than 2018/19).
- Net budgets spend of £232m (£3m lower than 2018/19) funding from Council Tax and Business Rates less a tariff payment of £19.6m due to Government.
- A Council tax Requirement of £135.2m (£7.9m and 6% higher than 2018/19) reflecting a City Council Tax increase of 2.9% detailed in the separate Council Tax Setting report on the Cabinet agenda.
- A number of new expenditure pressures and savings proposals within Council services.
- A Capital Strategy including a Capital Programme of £195.3m, including expenditure funding by Prudential Borrowing of £50.3m.
- An updated Treasury Management Strategy.
- In the response to the new regulatory requirements and for the first time, a Capital Strategy and a Commercial Investments Strategy.

The financial position within the Budget Report was based on the Final 2019/20 Local Government Settlement and incorporated anticipated reductions in funding over the next 3 years. This position contained significant uncertainty for the period after 2019/20 which would be subject to the combination of a new national Spending Review, a revised allocation model within the Local Government sector and a new national 75% Business Rates retention model. As a result it was impossible to provide a robust financial forecast at this stage. Nevertheless, initial assumptions and existing trends were sufficiently firm to indicate that in all likelihood there would be a substantial gap for the period following 2020/21. The view of the Council's Director of Finance and Corporate Services was that the Council should be planning for such a position.

2019/20 would see the Council continue, along with the other 6 West Midlands councils, to participate in a 100% Business Rates Pilot scheme. This would enable the Councils to retain 99% of Business Rates income including any growth against an historic baseline which would otherwise have been returned to the Government. The financial model and assumptions that support the Pilot have been incorporated within the financial position included in this report.

The Pre-Budget Report was based on an increase in Council Tax of 2.9% and this position has been maintained for the final proposals in the report submitted. This was within the Government's limit of 3%, above which a referendum would need to be held. This proposed increase would be the equivalent of around 70p a week for a typical Coventry household.

The Council's medium term financial position included the impact of reductions in Government funding that had already been anticipated and savings programmes that have been approved previously. However, after taking into account a delay in the likely achievement of some savings and the emergence of new expenditure pressures, the Council had needed to address a significant financial gap. In broad terms, the Budget had been balanced by additional Council Tax resources, lower costs in contingency budgets and a range of savings identified within services, many of them relating to additional income. All these proposals were set out in detail in appendix 1 of the report submitted. Where these were different to the proposals that were included in the Pre-Budget report, this had been indicated within the appendix.

In contrast to recent Budget reports, the proposals did not provide the Council with a balanced medium term position (i.e. beyond 2019/20). The Council would need to take stock through 2019 both of the revised funding position that would arise from the changes to local government finance this year and of the need for an updated approach to identifying ways to address the expected budgetary gap.

Given the forthcoming national proposals for local government finance to be based on a 75% Business model from 2020/21, the vibrancy and growth of the City was vital to ensure a secure level of Business Rates income. Proposals within the recommended Capital Programme were designed to help achieve this and amounted to £195.3m in 2019/20. These continued to represent an ambitious approach to investing in the City and included the near-completion of the Council's new city centre leisure facility, progression of the extensive UK Central and Connectivity, Coventry Station Master Plan, UKBIC and Whitley South Infrastructure projects. Over the next 5 years the Capital Programme was

estimated to be £722m as part of the largest recent investment programmed delivered by and through the City Council. The Council was aware that it had not delivered significant amounts of its budgeted programmes in recent years and it would seek to ensure that momentum was maintained on those elements of the schemes over which it was able to control.

The annual Treasury Management Strategy, incorporating the Minimum Revenue Provision policy, and also the Commercial Investment Strategy were set out within the report. These covered the management of the Council's treasury and wider commercial investments, cash balances and borrowing requirements. These strategies and other relevant sections of the report submitted reflected the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code and Prudential Code for Capital Finance, as well as statutory guidance on Minimum Revenue Provision (MRP) and Investments.

**RESOLVED that the Cabinet recommend that Council:**

- 1. Approve the spending and savings proposals in Appendix 1.**
- 2. Approve the total 2019/20 revenue budget of £744m in Table 1 and Appendix 3 of the report, established in line with a 2.9% City Council Tax increase and the Council Tax Requirement recommended in the Council Tax Setting Report considered on today's agenda.**
- 3. Note the Director of Finance and Corporate Services' comments confirming the adequacy of reserves and robustness of the budget in Sections 5.1.2 and 5.1.3.**
- 4. Approve the Capital Strategy incorporating the Capital Programme of £195.3m for 2019/20 and the future years' commitments arising from this programme of £526.3m between 2020/21 to 2023/24 detailed in Section 2.3 and Appendix 4.**
- 5. Approve the proposed Treasury Management Strategy for 2019/20 and Minimum Revenue Provision Statement in Section 2.4, the Treasury Investment Strategy in Appendix 5 and the Prudential Indicators and limits described in Section 2.4.9 and detailed in Appendix 7a.**
- 6. Approve the Commercial Investment Strategy for 2019/20 in Section 2.5 and Appendix 6 and the Commercial Investment Indicators detailed in Appendix 7b.**

**118. Authority for Attendance At Conference**

**RESOLVED that the Lord Mayor and the Principal Private Secretary to the Lord Mayoralty be authorised to attend the 60<sup>th</sup> Anniversary of Twin City Relationship between Coventry and Cork, Ireland, to be held on 23<sup>rd</sup> to 25<sup>th</sup> March 2019 in Cork, Republic of Ireland.**

119. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of public business.

(Meeting closed at 10.05 am)



## Public report Cabinet Report

Cabinet  
Council

12<sup>th</sup> March 2019  
19<sup>th</sup> March 2019

**Name of Cabinet Member:**

Cabinet Member for Housing and Communities - Councillor Ruane

**Director Approving Submission of the report:**

Deputy Chief Executive, People

**Ward(s) affected:**

All

**Title:**

Adoption of Housing & Homelessness Strategy 2019-24

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**Is this a key decision?**

**No**

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**Executive Summary:**

The Council is required to have an up to date Strategy to prevent homelessness. This report presents a new Housing and Homelessness Strategy for adoption covering the period 2019-2024. This will replace the Council's previous strategy which operated between 2013 and 2018.

The Housing Strategy and Homelessness Strategy have been combined into one document, which reflects the fact that activities to prevent homelessness are dependent on the availability of additional housing, an improvement in the management and quality of existing housing, and the advice and support available to people who need it to successfully maintain their home. This ensures the Council takes a comprehensive and joined up approach to all matters relating to housing and homelessness.

The final Strategy has been updated to reflect a period of consultation in November and December 2018. The results of this consultation are summarised in section 3 of this report and Appendix 3.

The Strategy does however continue to focus on four main themes: Preventing homelessness and supporting homeless households; Support for people and communities; Improving the use of existing homes; and New housing development.

The Strategy will also be supported by an Action Plan that will remain a live document and be monitored and delivered by the City Council and its relevant partners.

## **Recommendations:**

The Cabinet is requested to:

1. Note the consultation responses received to the draft Housing and Homelessness Strategy and the summary report provided at Appendix 3.
2. Recommend that council adopt the new Housing and Homelessness Strategy (Appendix 1) and supporting Action Plan (Appendix 2) with effect from 20<sup>th</sup> March 2019.

The Council is recommended to:

1. Adopt the new Housing and Homelessness Strategy (Appendix 1) and supporting Action Plan (Appendix 2) with effect from 20<sup>th</sup> March 2019.

## **List of Appendices included:**

*Appendix 1: Housing & Homelessness Strategy 2019-24*

*Appendix 2: Draft Action Plan*

*Appendix 3: Consultation Statement*

## **Background papers:**

Coventry Homelessness Review 2018

## **Other useful documents**

Homelessness Code of Guidance for Local Authorities (2018) Ministry of Housing, Communities and Local Government – Available here: <https://www.gov.uk/guidance/homelessness-code-of-guidance-for-local-authorities>

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

Yes, the draft Strategy was considered by Scrutiny Coordination Board at its meeting on the 12<sup>th</sup> December 2018. Comments from the meeting have fed into the final version of the Strategy and are summarised as part of Appendix 3 to this report.

## **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 – 19<sup>th</sup> March 2019

## Report title: Housing & Homelessness Strategy 2019-24

### 1. Context (or background)

- 1.1 The Council is required to develop and publish a Strategy to prevent homelessness in the district every five years, under Section 1 of the Homelessness Act 2002. A Housing & Homelessness Strategy for 2019-24 has been developed (and is attached as Appendix 1).
- 1.2 The Housing Strategy and Homelessness Strategy have been combined into one document. Activities to prevent homelessness are dependent on the availability of additional housing, an improvement in the management and quality of existing housing, and the advice and support available to people who need it to successfully maintain their home. This approach means that the Homelessness Strategy can be read as 'part of the bigger picture' within Coventry's wider Housing Strategy and is not seen in isolation from the range of other housing factors that influence homelessness.
- 1.3 The Housing & Homelessness Strategy 2019-24 focusses on four main themes: Preventing homelessness and supporting homeless households; Support for people and communities; Improving the use of existing homes; and New housing development.
- 1.4 *Preventing homelessness and supporting homeless households* - This theme will be the Homelessness Strategy for the city and will embed the principles of preventing homelessness and providing effective support if people do become homeless, through adoption of the pathways model. To achieve this, actions will be put in place to increase effective partnership working both within the Council and with relevant partners, improve the information and advice available, and include support for people to sustain tenancies and build resilience to avoid the future risk of homelessness. This will include a review of the Coventry Homefinder policy and the re-commissioning of homeless and ex-offender accommodation and floating support services.
- 1.5 *Support for people and communities* – this theme will focus on ensuring that the city's housing is suitable for people with specific requirements as a result of age or disability or other protected characteristics, and support for communities to influence housing in their area through Neighbourhood Plans and regeneration. To achieve this, actions will be put in place to complete a needs assessment for older people housing, develop specialist housing where required, and support communities that want to prepare a neighbourhood plan.
- 1.6 *Improving the use of existing homes* – this theme will focus on the city's existing housing and ensure it is used in the most effective and efficient way to meet the needs of local people. To achieve this, actions will be put in place to reduce the number of empty homes, improve the standard and management of rented housing, including exploring options for discretionary licensing, and improve the quality of existing homes through energy efficiency measures etc.
- 1.7 *New Housing Development* – this theme will focus on ensuring that the growth needs of the city are met with an appropriate mix of housing types and tenures. To achieve this, actions will be put in place to develop the relevant supplementary planning documents (SPDs), to work collaboratively with developers, Registered Providers (housing associations) and Homes England to ensure that affordable housing needs are met, and improve the design and diversity of new housing development.
- 1.8 The Action Plan is published alongside the Housing & Homelessness Strategy at Appendix 2 to this report. Upon adoption the Action Plan will remain a live document and will be

regularly reviewed and updated to ensure that actions are being progressed and respond to any changes in trends or issues that emerge during the lifetime of the Strategy.

- 1.9 This report presents the Housing and Homelessness Strategy and its supporting Action Plan for adoption. This follows a period of public consultation that took place between 6<sup>th</sup> November and 18<sup>th</sup> December 2018. The results of this consultation are summarised in the Consultation Statement at Appendix 3 and are referenced within section 3 of this report.

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

- 2.1 Option 1 reflects the recommendations of this report and is the preferred option. This would see the report adopted by the city council and provide the basis for managing matters of housing and homelessness across Coventry for the next 5 years.
- 2.2 Option 2 is to not publish a new Housing & Homelessness Strategy. This is not recommended, as it is a legislative requirement under Section 1 of the Homelessness Act 2002 for the Local Authority to carry out a review of homelessness and publish a homelessness strategy every five years.

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

- 3.1 During the development of the Draft Housing & Homelessness Strategy, discussions were held with a number of relevant stakeholders and partners around formulating the themes, priorities and actions that were identified and included in the Draft. This included relevant internal and external stakeholders and ensured the initial strategy was founded on a cross-directorate basis and with input from the Councils key partners. Discussions were also held at a range of existing forums and workshops including the city's Homelessness Forum.
- 3.2 Following approval by Cabinet in October 2018, a six week period of consultation was held between 6<sup>th</sup> November to 18<sup>th</sup> December 2018. During this period further engagement was undertaken through the Homelessness Forum, Front Line Network and Multiple Complex Needs Group. The consultation was also promoted through a range of media including the Councils social media outlets. This included the publication of a survey monkey questionnaire.
- 3.3 The questionnaire attracted approximately 108 responses. A further 16 responses were received from other sources via email and in writing. These later responses included detailed responses from a number of Registered Housing Providers, Coventry Citizens Advice, Coventry Cyrenians and the Coventry Frontline Network. It also incorporated feedback from the Coventry Homelessness Forum.
- 3.4 During the consultation period a report was also presented to Scrutiny Coordination Board. This was coupled with a presentation and commentary from an 'Experts By Experience' Group, who are actively working with homeless households in Coventry.
- 3.5 The key points raised through the consultation process included:
- 3.5.1 **Theme 1: Preventing Homelessness and Supporting Homeless Households**
- Registered Providers should stop evicting households.
  - Challenge national LHA rates.
  - Make better use of Discretionary Housing Payment (DHP).
  - Importance of successfully delivering the Housing First programme.
  - Do more to combat rough sleeping.

- Prioritise homelessness prevention.
- Create more links between rough sleeping and drug/alcohol addiction, mental health, unemployment and access to jobs and services.
- Ensure wider accessibility to information and support and awareness of how to get it.
- Do more to support those with multiple complex needs.
- Highlight the importance of tenancy support training to ensure tenancy sustainment.
- There are insufficient resources to deliver the aims and objectives of the strategy.
- Need to make sure the duty to refer is functioning effectively.
- Need a single data collection point and a process for sharing information between partner organisations – prevent repeated cases of rough sleepers providing the same info multiple times.
- Target the root cause of homelessness.
- Ensure those with experience of rough sleeping and homelessness are involved in the commissioning of new services and how they are delivered.
- There is a need for a ‘wet facility’.
- Would be good for the strategy to be endorsed by more than just the council.
- Strategy overly focused on prevention – not enough on relief.

### 3.5.2 **Theme 2: Housing Development**

- Need for new genuinely affordable housing targeted at those with low incomes.
- Establish clear empty homes policy.
- Ensure new homes are supported by appropriate infrastructure.
- Prevent development of Green Belt land.
- Prioritise development on brownfield sites.
- Restrict the delivery and concentration of HMOs.
- Promote council investment in housing stock – build or buy.
- Plan/Strategy should go further and build more homes.
- Explore options for the council to invest/support mortgage lending.
- More promotion of self-build/custom build homes.

### 3.5.3 **Theme 3: Improving the use of existing homes**

- Reduce empty homes.
- Provide more support and advice for private landlords.
- Combat rogue landlords.
- Ensure first priority relates to all homes not just rented homes.
- Combat over/under occupancy.
- Review opportunities for fixed term tenancies.
- Expand landlord licencing.
- Plan more for health communities and combatting deprivation.

### 3.5.4 **Theme 4: Support for people and communities**

- Provide newly placed households with community info packs.
- Improve links to health and deprivation.
- Ensure access to amenity space as part of new developments and temporary accommodation.
- Need to support and facilitate downsizing where appropriate.
- Need to support people to improve their existing homes and future proof them to help people stay in their homes and local communities longer.
- Promote more variety of house types including bungalows and accessible homes.
- Stronger outreach policy to support Neighbourhood Planning.

- 3.6 A number of technical and typographical comments were also received which have been addressed accordingly. Themes 2 and 4 have also been switched to ensure the strategy is more reflective of the 'pathways' model.
- 3.7 In general the majority of comments reflected issues and actions that are already covered by the Strategy and Action Plan. As such, only minor changes have been made to both documents since it was initially issued in draft form with some other adjustments being made to strengthen certain aspects including most notably matters of joint and partnership working to help combat rough sleeping and improve the process for those presenting as homeless.
- 3.8 In addition to the consultation already undertaken the Strategy will continue to be monitored and updated as appropriate through the necessary processes. The Action Plan in particular will also remain a live document to be progressed by the Council and its partners. This will provide a clear platform from which to monitor and deliver the Strategy. Both the Strategy and Action Plan will also continue to be shared with the Council's key partnership groups including the Adult's and Children's Safeguarding Boards, Health and Wellbeing Board and Police and Crime Board.
- 3.9 A full summary of responses and initial officer responses is included in Appendix 3 of this report.

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

- 4.1 If the recommendations of this report are approved, the Housing and Homelessness Strategy would be adopted and come into effect from the 20<sup>th</sup> March 2019

#### **5. Comments from Director of Finance and Corporate Services**

##### **5.1 Financial implications**

The recommendations in this report will not incur any additional financial implications and will be managed within existing resources.

Elements of the Housing & Homelessness Strategy and the Action Plan may have financial implications. These will be subject to further Cabinet and Council reports as appropriate or subject to individual business case reports as necessary.

##### **5.2 Legal implications**

The Homelessness Act 2002 introduced the requirement for Local Authorities to carry out a Homelessness Review and develop and publish a Homelessness Strategy. Paragraph 2.24 of the Homelessness Code of Guidance for Local Authorities (2018) clarifies that this means a strategy for:

- a) Preventing homelessness in the district
- b) Securing that sufficient accommodation is and will be available for people in the district who are or may become homeless
- c) Securing the satisfactory provision of support for people in the district who are or may become homeless or who have been homeless and need support to prevent them becoming homeless again.

The Homelessness Code of Guidance for Local Authorities (2018) clarifies that this should now include the additional duties introduced through the Homelessness Reduction Act 2017.

The Code also states that “Housing authorities must consult public or local authorities, voluntary organisations or other persons as they consider appropriate before adopting or modifying a homelessness strategy. Housing authorities will also wish to consult with service users and specialist agencies that provide support to homeless people in the district.” (Para 2.10)

Coventry City Council has decided to combine the Housing Strategy and Homelessness Strategy into one document, which is permissible under paragraph 2.9 of the Code.

Failure to have an updated Homelessness Strategy may impact the Council’s ability to defend challenges to decision made under the Housing Act 1996 as amended by the Homelessness Reduction Act 2017. In accordance with s1(4) of the 2002 Act the Council must ensure that the new homelessness strategy is published within the period of five years beginning with the day on which the last homelessness strategy was published; failure to do so would mean that the council has not complied with its legal obligation.

## **6. Other implications**

### **6.1 How will this contribute to the Council Plan ([www.coventry.gov.uk/councilplan/](http://www.coventry.gov.uk/councilplan/))?**

The Housing & Homelessness Strategy 2019-24 will contribute to meeting the priorities in the Corporate Plan, specifically:

- Globally Connected – increasing the supply choice and quality of housing
- Globally Connected – reducing the impact of poverty
- Locally Committed – Protecting our most vulnerable people (including preventing homelessness and helping people who do become homeless)
- Locally Connected – Improve health and wellbeing
- Locally Connected – Reducing health inequalities.

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

There are no specific risks from the decision to adopt the Housing & Homelessness Strategy 2019-24.

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

The adoption of the new Housing and Homelessness Strategy will ensure the council meets its statutory housing duties. It will also provide a formal platform to work with partners to help combat matters of housing and homelessness across Coventry.

### **6.4 Equalities / EIA**

In the development of this strategy the Council have had due regard to the public sector equality duty under s149 of the Equality Act 2010. An Equalities and Consultation Analysis (ECA) Part 1 was carried out during the development of the Draft Housing & Homelessness Strategy 2019-24. This has now been updated for the Final Housing & Homelessness Strategy following the public consultation (Part 2).

In 2017/18 there were 557 households accepted as statutorily homeless. The majority (69%) of statutory homeless households had a dependent child or children and 50% were

female lone parents. 63% of statutory homeless households were White, 17% were Black and 7% were Asian. 26% were under 25, 72% were aged between 25 and 64, and only 2% were aged 65 or over.

The implementation of the Homelessness Reduction Act 2017 in April 2018 means that the Council now has additional duties to prevent homelessness and to help to secure accommodation for all eligible households, regardless of whether they are in a 'priority need' category. This will increase the help given to single people and those without dependent children, especially single men, who have previously not been in a 'priority need' category.

The results of the formal round of consultation did flag a number of key points in relation to equalities, including:

- It will be important to ensure monitoring of key household characteristics to ensure trends and issues can be tracked and monitored through the Homefinder system and housing decisions.
- The strategy will provide more support to vulnerable citizens and help provide better quality accommodation.
- There are national issues that the council cannot influence that may continue to have negative impacts on vulnerable households – e.g. benefit reform and universal credit.
- The need to make information available in other languages.
- Need to do more to help homeless households into work.

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

There are no direct impacts on the environment from the adoption of the Housing & Homelessness Strategy 2019-24.

The Strategy document itself does however include priorities to improve the energy efficiency of existing and new dwellings and promotion of sustainable development principles. It also includes support for the delivery of new housing across the city, which in some cases, may have an impact on the environment. This has however already been considered through the adoption of the Local Plan (2016).

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

The importance of collaborative working with relevant partners and key stakeholders is highlighted throughout the Housing and Homelessness Strategy and supporting action plan.

### **Report author(s):**

#### **Name and job title:**

Mark Andrews, Planning & Housing Policy Manager

#### **Directorate:**

Place

#### **Tel and email contact:**

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Legal: Julie Newman	City Solicitor and Monitoring Officer	Place	5.2.19	15.2.19
Deputy Chief Executive - People: Gail Quinton	Deputy Chief Executive: People	People	5.2.19	18.2.19
Members: Councillor Ed Ruane	Cabinet Member for Housing & Communities	Coventry City Council	7.2.19	11.2.19

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

## **Appendices**

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# **Housing & Homelessness Strategy 2019-24**

## **Foreword**

(to be completed by Martin Reeves)

### **Introduction**

Housing is fundamental to the wellbeing of people, their families and their communities. Decent housing provides a stable base on which people can build their lives and build successful communities. Poor or unsuitable housing, however, can have negative impacts on many other areas of personal and community life as well as physical and mental health and wellbeing. If you do not have decent housing, everything else becomes much more difficult. Improving housing options, conditions and neighbourhoods within the City via delivery of this strategy is essential for economic growth, improving outcomes for children including their educational attainment, health and wellbeing, and community cohesion.

Coventry City Council no longer owns any council housing, having transferred its stock to Whitefriars Housing Group in 2000. However, we still have strategic housing responsibilities and a duty to carry out a periodic review of homelessness and to publish a Homelessness Strategy.

This Housing & Homelessness Strategy aims to provide a high-level plan to set out the main priorities for the Council and its partners for the next five years, to guide the allocation of resources and investment, and provide a framework to inform project development, in order to achieve the vision that:

***Coventry Citizens will be able to access a suitable, affordable and decent home, with the support they need to sustain their housing.***

The Homelessness Strategy and the Housing Strategy have been combined into this one document. Activities to prevent homelessness are dependent on the availability of additional housing, an improvement in the management and quality of existing housing, and the advice and support available to people who need it to successfully maintain their home.

This approach means that the Homelessness Strategy can be read as 'part of the bigger picture' within Coventry's wider Housing Strategy and is not seen in isolation from the range of other housing factors that influence homelessness. It also allows the aims and priorities to be aligned with other key plans and strategies that influence both the Housing Strategy and the Homelessness Strategy. This recognises that homelessness is not an isolated issue but is often the result of an intersection of external influences and personal circumstances.

This Strategy has been informed by the Coventry Homelessness Review 2018 which provides a comprehensive review of statistics relating to housing and homelessness. It has also been prepared to reflect both targeted and broad periods of consultation during 2018 and early 2019.

## **Key Facts and Figures**

### **Homelessness**

- From 2013/14 to 2017/18 (inclusive), just over 5,000 households approached the council because they were homeless or threatened with homelessness, and an assessment was made of the duties owed to them by the Council under Part 7 of the Housing Act 1996.
- 2,940 of these households were found to be 'statutory homeless' and owed the main housing duty – the Council had a duty to offer them suitable accommodation.
- The main reasons for homelessness for those that were owed the main duty were: end of an Assured Shorthold (private rented) tenancy (28% in 2017/18); Parents, relatives or friends no longer willing or able to accommodate (29% in 2017/18); and the violent breakdown of a relationship (13% in 2017/18).
- The majority of 'statutory homeless' households in 2017/18 had dependent children (69%), and were aged 16-24 (26%) or 25-44 (56%).
- Over 1,300 people accessed the commissioned services for homeless and ex-offender accommodation and support services in 2017/18.

### **Housing supply, market and affordability**

- The Coventry Homefinder register for social housing has approximately 14,000 applicants at any one time. Approx 2000 of these at any one time are in a priority band, meaning that they have a specific housing need (such as overcrowding, homelessness, etc).
- During 2017/18, 1,551 social homes became available through Coventry Homefinder. This is lower than previous years. Each property received an average of 166 'bids'.
- There is a particular shortage of large family homes – only 14% of properties available through Homefinder in 2017/18 had three or more bedrooms.
- The Strategic Housing Market Assessment calculated a need for an additional 42,000 homes by 2031 to meet the growth needs of Coventry, including 12,000 additional affordable homes.
- The proportion of properties in Coventry that are in the private rental market has increased. The 2011 census showed that 20% of properties were privately rented, up from 11% in 2001. The Office for National Statistics estimates that by 2015, 25% of properties in Coventry were privately rented.
- Average rents for private rented properties in the city have risen by 18% between 2013 (when the average was £520 per month) and 2017 (average £613 per month).

- Affordability of home ownership has worsened – the ratio of lower quartile (entry level) house prices to lower quartile earnings was 5.48 in 2013 but had risen to 6.78 in 2017.
- Property prices have continued to rise after the housing market downturn in 2008. The average property price in Coventry in 2017 was £187,785 and the lower quartile (entry level) property price was £133,500.

## Theme 1 – Preventing Homelessness and Supporting Homeless Households

### What are the issues?

*"The best way to tackle homelessness is to stop it happening in the first place. To do so is both cost effective and humane" [Crisis – 'Everybody In' Report<sup>1</sup>]*

Everyone should have a safe, stable place to live. Unfortunately, this is not currently the case. During 2017/18, over 2300 people approached the council for some form of assistance with homelessness and over 1300 people accessed homelessness services commissioned by the council. Many more sought advice and help from other organisations. The main recorded reasons for homelessness in Coventry are the ending of a private sector tenancy (with the applicant unable to find an alternative property which is suitable and affordable), as well as parents/family/friends no longer able to accommodate, and domestic abuse. Outside of these recorded groups are those that are 'hidden homeless', for example, people staying temporarily with friends or family ('sofa surfing'), rough sleepers and squatters, who may not have approached the Council or others for assistance.

There are many different factors which may lead to someone being at risk of homelessness, both personal (such as relationship breakdown, addictions, health or loss of employment) and structural (relating to the housing market, or welfare reform, for example). The homelessness charity, Crisis, has used the image of a dam to describe how poverty and complex social issues cause constant pressure like water behind a dam, until an increase in pressure from a life event causes the dam to break and people are pushed into homelessness<sup>2</sup>.

Tackling homelessness is often about more than simply providing access to a property to live in. In order to maintain stable housing, some people require assistance – this may be through health and social care, adaptations to existing homes, or support to attain the skills required to manage a household. Help with accessing training and employment to prevent people becoming homeless is required by some whilst others require intensive support to address the underlying issues which have led to entrenched homelessness.

To be able to provide this support and assistance effectively, the Council needs to work in partnership with other organisations such as health services (including mental health and drug

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<sup>1</sup> Crisis (2018) 'Everybody In: How to end homelessness in Great Britain'. Available to download: <https://www.crisis.org.uk/ending-homelessness/the-plan-to-end-homelessness-full-version/executive-summary/> (accessed July 2018)

<sup>2</sup> *'Poverty puts pressure on people, like water pushing against a dam – it's constant and strong. If the pressure builds up, the dam can break and people can be pushed into homelessness – sleeping on friends' sofas and floors, living in crowded or unsafe places, sleeping on buses or in cars, or even being out on the street. The pressure comes from high housing costs, low wages, and inadequate government support, building up, until it's close to a breaking point. A sudden increase in pressure from a life event – like losing a job, a relationship breakdown, or a health crisis – can quickly become a rushing flood that pushes people into homelessness.'* (Crisis Everybody In report – ref above)

and alcohol services); advice agencies; money advice; voluntary and community sector groups; the Police and other emergency services; and domestic abuse services.

Achieving the vision that everyone has a safe, stable place to live will require an ambitious programme of change to aim to 'design out' homelessness – ensuring that local services provide the support and assistance necessary to prevent homelessness wherever possible, help those that do become homeless, and enable people to build the resilience that helps them deal with events or structural issues outside of their control.

With the introduction of the Homelessness Reduction Act 2017 and the changing nature of homelessness in the city, there has been a shift in Council services towards providing more prevention advice and support, to help people stay in their home where it is safe to do so; or make a planned move, rather than end up in a crisis situation. There is also more emphasis on addressing the wider range of issues that contribute to a person's homelessness, not just their immediate housing situation.

This Strategy recognises that whilst some improvements have been made, we need to be much more ambitious about providing early help and intervention to prevent people becoming homeless, but also provide better support after the immediate crisis of homelessness has been resolved, to ensure that people can sustain their housing going forward and avoid repeat homelessness.

With this ambition in mind, we are proposing to use the Pathways model (originally developed by the homelessness charity, St Basils) which has also been adopted by the West Midlands Combined Authority Homelessness Task Force in their vision of 'designing out' homelessness. This provides much greater emphasis on universal and targeted prevention, and on recovery, move-on and sustainment, in addition to crisis relief for those that require it. The pathways model is described in more detail below.

## **Our Priorities**

In order to prevent homelessness and support homeless households, our main priorities will be:

- The Council will meet the duties placed upon it by the Homelessness Reduction Act 2017 and the Housing Act 1996 (as amended).
- Preventing Homelessness will be a corporate priority across all sections of the Council, and the Council will work in partnership with partners, providers and other stakeholders to prevent homelessness and support households that do become homeless.
- We will develop a clear partnership approach to street homelessness.
- We will adopt the Pathways model to prevent homelessness wherever possible, and support people that do become homeless. The aim of the model is to change systems where necessary in order to 'design out homelessness'

- Universal prevention - People will be able to access good, early advice about their housing options, rights and responsibilities, to prevent issues which may lead to homelessness
- Targeted prevention – Identify and enable specific groups and households who are at risk of homelessness to avoid homelessness through early intervention and effective prevention measures
- Crisis prevention and relief – provide advice and assistance to people who do become homeless or are at imminent threat of homelessness, to secure suitable accommodation and support. Help given in an emergency or crisis situation.
- Recovery and move-on support – advice and assistance for people who have experienced homelessness, supporting people to recover from the effects of homelessness, find alternative housing and support to set up their home.
- Sustain Housing - to support people who have experienced homelessness to build resilience, sustain long term accommodation and avoid repeat homelessness.

**How we will achieve this:**

We will ensure that we have the correct structure and services in place to:

- Continue developing and improving the Council's Homelessness Prevention Service to provide advice and assistance and meet our duties under the Homelessness Reduction Act (2017).
- Allocate funding for homelessness prevention and relief measures and pursue additional funding as it becomes available - ensuring that funding which is intended to prevent or relieve homelessness is used in the most effective way.
- Work collaboratively in partnership with partners, providers and other stakeholders to prevent homelessness and support households that do become homeless.
- Improve early information and advice making sure that it is available through appropriate and accessible channels.
- Strategically review how we receive store and process information from homeless households and share that information with partner organisations in a safe and secure way to ensure data only has to be provided by the client once as part of the homeless presentation and engagement process.
- Identify ways to improve the early identification of people who may be at risk of homelessness, including engaging with public bodies that have the Duty to Refer, in order that appropriate advice and support can be put in place to prevent homelessness.
- Develop and continuously review a package of support and securities for Private Sector Landlords to enable homeless and vulnerably housed applicants to access the private rented sector.

- Develop appropriate partnerships, links and referral pathways for people to access support services where necessary to maintain housing and avoid repeat homelessness – including homeless 16 and 17 year olds, care leavers and young adults, victims of domestic abuse, prison leavers and others.
- Re-commission the homelessness and ex-offender accommodation and support services.
- Strategically plan to improve the provision of suitable emergency and temporary accommodation.
- Review the Coventry Homefinder Policy to ensure that it contributes positively to homelessness prevention and relief, enabling access to social housing for households that require it to prevent or relieve their homelessness.
- Develop the Homelessness Forum to bring together representatives from statutory and voluntary agencies that have an interest in enhancing housing provision and support, and preventing and resolving homelessness across Coventry in a cohesive and co-ordinated approach.
- Commit to working with the Multiple Complex Needs Board and embed the Making Every Adult Matter (MEAM) approach to removing barriers and effecting systems change and allocating resources in order to improve services to the most marginalised people affected by homelessness, including rough sleepers.
- Develop further measures to tackle rough sleeping and support vulnerable people who are (or are at risk of) rough sleeping, understanding the reasons for non-engagement and developing appropriate 'challenge and support' policies
- Include people with lived experience in future service design and improvement (Experts by Experience).
- Maximise opportunities arising from the West Midlands Combined Authority Homelessness Task Force – with the aim of designing out homelessness.
- Develop, implement and monitor a Housing First service in Coventry (under the West Midlands Combined Authority Homelessness Task Force project which has received funding from the Ministry for Housing, Communities and Local Government).
- Increase the range of housing options available for people who are homeless or at risk of homelessness - see the wider housing development themes below.

## Theme 2 – Support for people and communities

### What are the issues?

Although Coventry has a relatively young population profile compared to the rest of England, the number of older people in the city is expected to grow from approx 46,600 people aged 65+ in 2016 (the latest population estimates) to approx 54,200 people aged 65+ by 2024 and approx 60,300 by 2030<sup>3</sup>. These population changes will present an increasing challenge in relation to additional pressure on health and social care services, helping people to remain independent, and the need for more specialist accommodation.

There continues to be a strong preference for older people and those requiring care or support to remain independent in their own home for longer, where this is safe and appropriate. This requires homes that are flexible enough to take account of changing needs as people's needs change, with a range of adaptations and assistive technologies available where they are needed.

There is also a need for more choice in relation to supported housing options, for a wider range of support services and improved housing information and advice services to enable people requiring care or support to make an informed choice about their housing options.

Traditional sheltered housing with single rooms and shared bathrooms is increasingly unpopular and not suitable to meet the current needs of older people. Many schemes of this nature have been closed or remodelled, with an increase in more suitable models such as self-contained accommodation and Extra Care models.

The Care Act 2014 includes housing as a fundamental component. The Act looks at the suitability of accommodation for those at home receiving care and support. The Act and the accompanying regulations and guidance outline how housing can support a more integrated approach.

Some communities are experiencing the impact of an increasing proportion of housing that is converted to multiple occupation, especially (but not exclusively) for student housing. Where HMO's are well managed and maintained, they provide an important housing option. However, where there is poor management and poor standards, this can have a detrimental effect on the occupiers and adversely impact on the local community. The Local Plan contains policies to provide student accommodation in the most sustainable locations and the suitable management of HMOs. This is with a view to 'freeing up' family housing for purchase or private rent and helping to maintain and build stronger, more stable communities. It will be important to monitor how the development of purpose built accommodation impacts on the market for

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<sup>3</sup> Office for National Statistics (2018) Population projections for local authorities: 2016 based. Available: <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandtable2> [accessed June 2018].

student housing in traditionally 'family' type housing, and whether any further measures are required in the future.

Where there are areas of poor quality housing, poor public spaces or just the wrong type of housing for today's needs, estate regeneration can transform neighbourhoods and people's lives through the delivery of high quality, well designed housing and improved public space. It provides an opportunity both to improve housing for existing residents and to provide much needed new homes.

Neighbourhood planning gives communities direct power to develop a shared vision for their neighbourhood and shape the development and growth of their local area. Neighbourhood Plans allow local people to ensure that they get the right types of development for their community, where the ambition of the neighbourhood is aligned with the strategic needs and priorities of the wider local area. They can put in place planning policies that will help deliver that vision alongside the Local Plan. Decisions on planning applications will be made using both the Local Plan and the neighbourhood plan, and any other material considerations.

Neighbourhood plans can be developed by a Parish Council or a Neighbourhood Forum, with advice and assistance from the local Planning Authority. There is currently a Neighbourhood Plan for Willenhall, which was adopted in 2018 following a local referendum.

#### **Our Priorities:**

- Ensure that housing in the city is fit for an aging population
- People will be able to access and sustain suitable housing, including support for vulnerable people.
- People will be able to access advice and information about their housing rights and responsibilities, and how to sustain their tenancies.
- Support communities that want to develop a Neighbourhood Plan.
- Support estate regeneration in appropriate locations.

#### **How we will achieve this:**

We will:

- Carry out a Housing Needs Assessment for Older People, including an exploration of the barriers to downsizing, and develop an Older Persons Housing Strategy to ensure that the housing in the city is fit for an aging population.
- Encourage the development of new housing which is suitable for disabled people by encouraging higher accessibility standards from Part M of building regulations – with adaptability 'designed in'.

- Encourage housing providers to develop supported accommodation and floating support for people who require it to maintain independent living.
- Ensure that information and advice regarding supported accommodation and floating support services is easily available and accessible.
- In response to needs, to commission/develop additional specialist housing where required (such as specialist housing for people with learning disabilities or dementia).
- Support regeneration and redevelopment schemes in areas that require improvement, including opportunities arising from the 'Inclusive Growth Corridor' which seeks to maximise the benefits to local communities of the HS2 development.
- Revisit options for the redevelopment of the permanent Gypsy & Traveller site at Siskin Drive and explore options regarding a suitable transit site, to ensure that the needs of Gypsy & Traveller communities are met.
- Support and assist communities that want to develop a neighbourhood plan.
- Commission research into the HMO (Houses in multiple occupation) sector, including assessing the impact of HMOs on local communities, and the effect that additional purpose-built student accommodation is having on the student housing market.
- Update the Tenancy Strategy for the period 2019-24.

## Theme 3 – Improving the use of existing homes

### What are the issues?

It is important to increase the number of homes to meet the city's growth needs, but the majority of housing available in the city is already in existence. There are approximately 142,000 existing homes in the city, compared to 24,600 additional homes to be provided over the life of the Local Plan (to 2031).

25% of properties in the city are now Private Rented properties, with 17% social rented and 57% owner-occupied<sup>4</sup>.

The condition of the existing housing stock is important to ensure that residents are living in decent, safe accommodation which is suited to their needs. Rented homes must be well managed by landlords who meet their responsibilities, and tenants should understand their rights and their own responsibilities too.

Living in poor condition, cold, damp homes that are not suitable for a household's needs has a detrimental effect on the health and wellbeing of the occupiers. When accidents and illness occur because homes are not fit, it has an impact on a person's wellbeing and ability to participate in work, education, social and other activities and consequently impacts on other services such as social care services and the NHS.

The Government has introduced new powers for Local Authorities to tackle 'rogue landlords' who leave their tenants at risk through poor maintenance, poor standards and poor management of homes. These include civil penalties, rent repayment orders and banning orders, and a database of landlords who have been prosecuted for breaching the law. Private rented properties must also meet minimum energy efficiency standards. The Council's approach places emphasis on advice and assistance to help landlords bring their properties up to standard, but enforcement action will be taken where this is not successful.

It is mandatory for some Houses in Multiple Occupation (HMOs) that meet certain criteria to be licensed and from October 2018 the criteria will be expanded to include all HMOs where 5 or more people are living in 2 or more households.

The Council also has powers, where evidence shows it is necessary, to introduce discretionary licensing schemes to improve standards in the private rented sector. This can include selective licensing (where all privately rented properties in a designated area are required to be licensed) and additional licensing (where HMOs in a designated area that would not require a mandatory license, are required to be licensed as well under the additional licensing scheme).

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<sup>4</sup> Office for National Statistics, 'Subnational Dwelling Stock by Tenure Estimates'. Released 4<sup>th</sup> December 2017, available: <https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/subnationaldwellingstockbytenureestimates> (accessed June 2018)

There are around 1,350 homes in Coventry that have been empty for over 6 months<sup>5</sup>. Most of these homes are empty because they are going through a particular process – either being marketed, in the conveyancing process, being repaired ready for occupation or going through probate. Some are empty for more complex reasons, for example long term disrepair that the owner is struggling to address. Long term empty properties often have a negative impact on a neighbourhood, with a higher risk of associated vandalism, anti-social behaviour, or potential damage to adjoining property (through damp etc). Ultimately, a home which is empty long term is a housing resource that is not being used to its best advantage.

People also need access to housing that is suitable for their household – one of the most common reasons for an applicant being awarded priority for social housing on the Homefinder Register is overcrowding (approx. 36% of those in priority bands 1A to 2C - over 750 families), and there are smaller households or single people in large homes that they may be struggling to maintain that may need assistance to downsize.

Fuel poverty is associated with low income and vulnerable households. Studies have shown that households living in fuel poverty are more likely to suffer adverse health impacts than those who can afford to heat their home to an adequate temperature. The physical and mental health consequences of cold homes can affect children, young people, adults and older persons. Householders whose health is already compromised, such as those with certain cardiovascular, respiratory, neurological and musculoskeletal conditions, can be particularly affected by living in a home that isn't warm enough for them. There is also a linkage between cold homes and excess winter deaths.

A household is considered to be in fuel poverty if *‘they have required fuel costs that are above average (the national median level) and were they to spend that amount they would be left with a residual income below the official poverty line’*<sup>6</sup>.

The latest Government fuel poverty statistics for England, released in June 2018<sup>7</sup>, show that 15.3% of all households in Coventry (20,479) are fuel poor, compared to 11.1% in England.

The Council's Affordable Warmth Team and Public Health Department collaborate closely to develop and deliver a range of affordable warmth projects that provide help to low income and vulnerable householders within the resources available. The help provided falls into three categories; i) insulation and heating measures to improve home energy efficiency, and ii) lower fuel bills through the Council's Switch and Save scheme, and iii) affordable warmth advice and information to deal with things like fuel debt, accessing funding such as the Warm Home Discount, and registering for the Priority Services Register.

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<sup>5</sup> Ministry of Housing, Communities and Local Government, 'Live Table 615: Vacant dwellings by Local Authority district: England, since 2004'. Available: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants> [accessed June 2018]

<sup>6</sup> <https://www.gov.uk/government/collections/fuel-poverty-statistics>

<sup>7</sup> <https://www.gov.uk/government/statistics/sub-regional-fuel-poverty-data-2018>

### **Our Priorities:**

- Support and advise landlords and private homeowners to improve the management and maintenance of all properties, with a focus on health and wellbeing impacts.
- Improve energy efficiency and affordable warmth across all tenures, focusing on those who are vulnerable or on a low income.
- Make the best use of the existing housing stock in the city, including bringing empty homes back into use.

### **How we will achieve this:**

- We will carry out (or commission) research into the current housing conditions in the private sector (both private rented and owner-occupied homes) to understand the scale and the nature of poor housing conditions in this sector.
- We will commission research into the Houses in Multiple Occupation (HMO) sector, including assessing the impacts of HMOs and student accommodation and the effect that additional purpose-built student accommodation is having on the student housing market.
- We will proactively identify HMOs and license those that require licenses, embedding the new national mandatory HMO licensing criteria which applies from October 2018.
- We will investigate the opportunity to introduce discretionary property licensing schemes in the City and monitor outcomes as a result.
- In association with this work on property licensing, we will explore opportunities to develop a Coventry City Council Landlord Accreditation Scheme for Private Sector Landlords
- We will proactively identify poorly maintained properties or dangerous conditions, as well as responding promptly when properties are reported to us, and provide advice and assistance to landlords to improve their homes (including taking enforcement measures where necessary).
- We will take formal enforcement action on landlords who continue to compromise tenants' safety, including using new powers to issue Civil Penalties, Rent Repayment Orders and Banning Orders.
- We will explore reasons for long term empty homes, review the existing Empty Homes Policy and develop effective actions to bring them back into use. This will include advice and assistance for owners to sell or bring their properties back into use, but will include enforcement measures where necessary.
- We will continue to work with partner organisations and play a leading role in the development and implementation of projects to improve home insulation and heating efficiency, and to provide help to reduce fuel costs and maximise incomes.

- We will pursue new funding opportunities as and when these arise, and continue to provide affordable warmth services across all tenures. We will focus our help on those households who are vulnerable or on a low income.
- We will work with partner agencies to ensure effective information sharing and referral processes where any agency identifies that a vulnerable person is living in poor housing conditions (for example, advice agencies, or the Fire Service when they carry out Safe and Well Checks), to ensure that appropriate assistance can be provided.
- We will review the Coventry Homefinder Policy to ensure that it continues to meet the aims of providing applicants with an informed choice and encouraging sustainable communities, whilst also prioritising the available social housing for those that need it most, including addressing issues such as overcrowding.

## Theme 4 – Housing Development

### What are the issues?

Coventry City Council adopted its Local Plan in December 2017. This is a statutory planning document which plans positively for the growth needs of the city (including homes, employment, retail and infrastructure), by identifying land available to meet these needs, and policies to direct the form of development. Whilst the lifetime of this overall strategy is five years, the priorities in this theme are much longer-term and align with the Local Plan which has a lifespan up to 2031. Reviews of this Theme will be carried out on the same timetable as for the Local Plan.

The Strategic Housing Market Assessment (SHMA) for the sub-region (Coventry and Warwickshire) is a key housing evidence document underpinning the Local Plan. The SHMA looks at the level of future household growth and housing supply, to identify how many additional homes will be needed to meet market and affordable housing needs.

Coventry's population has grown over recent years and will continue to grow. The SHMA showed a need for an additional 42,400 homes up to 2031 to meet needs arising from the population growth of Coventry. This includes an additional 12,000 affordable homes.

However, Coventry has identified land available to provide an additional 24,600 homes (the equivalent of 1,230 per year, including 348 new affordable homes per year), with the neighbouring Warwickshire Authorities agreeing to identify land for the remaining 17,800 homes.

It is important that any new housing development is of the right type and tenure, and in the right location, to meet the housing needs and aspirations of Coventry households. This includes diversifying the range of properties available and the range of providers to include more small to medium sized developers, community build, self-build and custom build.

Currently, approximately 70% of properties in the city are in Council Tax Bands A and B, indicating smaller properties at the lower end of the market (compared to 56% in the West Midlands and 44% for England).

There is a shortage of larger family homes in the social housing sector, and also a shortage of desirable smaller homes (such as bungalows) for existing tenants in large homes to downsize to. Affordable housing in Coventry is mainly developed by Registered Providers (Housing Associations) and through developer's contributions on larger sites (known as Section 106 contributions) according to the policies in the Local Plan. The Council has also entered into a Joint Venture with Whitefriars Housing Group, jointly contributing land and funding, to enable development on small sites across the city.

In addition to affordable housing for people who cannot access the market, we need to develop a range of sizes and property types, including 'aspirational' housing to capitalise on economic growth and employment opportunities in the city.

New homes that are developed will have a life span many times longer than this strategy, and it is important to ensure that they are well designed and sustainably built. This may include using modern methods of construction, and we would encourage all developments to demonstrate high levels of energy efficiency, space standards and accessibility. In addition, we would encourage all planning applications to demonstrate how the development will promote the health and wellbeing of new and existing communities.

### **Our Priorities:**

We will:

- Enable new high-quality housing development to meet the existing and future growth needs of the city.
- Diversify the housing offer to meet a range of needs and aspirations
- Ensure that affordable housing is developed of the right type and tenure to meet the needs of the city's households.

### **How we will achieve this:**

We will:

- Make the most of opportunities in the Local Plan to increase the development of market, affordable and specialist housing.
- Ensure that development provides a range of housing types, tenures and sizes to meet identified housing needs and demands.
- Ensure a pipeline of developable land through the Strategic Housing Land Availability Assessment (SHLAA) and the Brownfield Register, and identify Council-owned land that can positively contribute to meeting housing needs.
- Develop and adopt a Developer Contributions Supplementary Planning Document (to include the required developer contributions for affordable housing), to maximise contributions by developers to provide new affordable homes
- Develop and adopt a policy regarding the allocation and spend of financial contributions, where a financial contribution is provided in lieu of on-site affordable housing through developer contributions.
- Work creatively in partnership with Registered Providers and Homes England to enable additional affordable housing development.
- Continue to work closely with Whitefriars on the New Build Housing Partnership Joint Venture, to maximise opportunities to develop the most strategically important types of affordable housing that may not otherwise be delivered through the market or other programmes. Explore opportunities to expand this approach to other projects or providers.

- Support Build to Rent development on appropriate sites.
- Develop and adopt a Design Guide SPD (Supplementary Planning Document) for the Strategic Urban Extensions to ensure good quality design of properties and the urban realm in these large developments and Residential Design Guidance for all new housing development across the city. We will implement the principles of the Health Impact Assessment SPD and work with the West Midlands Combined Authority on design standards for healthy new communities.
- Monitor and respond to demand for self/custom build opportunities through the self-build register.
- Encourage development of purpose-built student accommodation in suitable locations to reduce pressure on family housing.
- Identify opportunities to intervene in the market where the market is not meeting the evidenced need for additional homes, especially affordable homes and strategically important housing types (large family homes, wheelchair accessibility etc).
- Explore options for a Local Housing Company (or other suitable model) for the Council to directly acquire and/or develop property.

## **Monitoring and Updating the Strategy and the Action Plan**

This strategy will cover the five-year period 2019 to 2024, and Theme 4 in particular will align long-term (to 2031) with the Local Plan.

However, it is important that this Housing & Homelessness Strategy is regularly reviewed and kept up to date, to respond to changes in guidance and legislation, and any changes in trends relating to need and demand for housing and services. A check will be carried out on an annual basis, or in the event of major new legislation or guidance or a major change in services, to determine if a wider review of the Strategy is required.

The Action Plan will be a live document, to be updated when necessary as actions are completed and new actions arise, but in any case will be reviewed at least on an annual basis.

The Council's Strategic Housing Board will be responsible for overseeing the delivery of the strategy and the action plan and ensuring that these are kept up to date as described above.

The Homelessness Forum will act as a critical friend to hold the Council to account on the delivery of the Homelessness element of the overall strategy, as well as facilitating partnership working and a joined up approach to services.

The Homelessness Review (the evidence document detailing homelessness in the city) will be updated when 12 months' worth of data is available to consider the impact of the new duties under the Homelessness Reduction Act (2017) and identify any changes in trends, need or demand as a result. The Action Plan will be updated as necessary.

## **How the Strategy relates to other local strategies and plans**

This Housing & Homelessness Strategy has strong links to many other Strategies and Plans that the Council and other partnerships have produced. These include:

- The Corporate Plan
- Local Plan and Supplementary Planning Documents
- City Centre Area Action Plan
- Health & Wellbeing Strategy
- Domestic Abuse Strategy
- Drug & Alcohol Strategy
- Children and Young People Plan
- Parenting Strategy
- Climate Change Strategy

## QDRAFT Coventry Housing & Homelessness Strategy 2019-24

### Action Plan

<b>Theme 1: Preventing homelessness and supporting homeless households</b>				
<b>Priority</b>	<b>Action</b>	<b>Lead responsibility</b>	<b>Date</b>	<b>Comments/Progress</b>
The Council will meet the duties placed upon it by the Homelessness Reduction Act 2017 and the Housing Act 1996 (as amended)	Monitor the impacts of the new duties under the Homelessness Reduction Act on the demand for homelessness services.	Housing Options Team	Ongoing	
	Monitor the success rates of various types of prevention activities to inform future service development and resource allocation.	Housing Options Team	Ongoing	
	Modify the services provided if necessary to respond to changes in demand and trends in presenting issues etc.	Housing Options Team	Ongoing	
	Review the resources and structure available to deliver the plan and make changes when necessary.	Housing Options Team Planning & Housing Policy	Ongoing	
Preventing Homelessness will be a Corporate priority across all sections of the Council, and we will work in partnership with other providers and stakeholders to prevent	Provide training and awareness raising across all relevant council services on early identification, homelessness prevention, and the services available.	Housing Options Team	From April 2019	
	Provide training and awareness raising to relevant partner organisations on early identification, homelessness prevention, and the services available.	Housing Options Team	From April 2019	

<b>Theme 1: Preventing homelessness and supporting homeless households</b>				
<b>Priority</b>	<b>Action</b>	<b>Lead responsibility</b>	<b>Date</b>	<b>Comments/Progress</b>
and deal with homelessness.	Work with the Coventry Homelessness Forum to improve partnership working and information sharing.	Planning & Housing Policy Housing Options Team	Ongoing	
	The Homelessness Forum to be a 'critical friend' to challenge the Council in the implementation of this strategy and action plan.	Chair of the Homelessness Forum.	Ongoing	
	Continue to work in partnership with neighbouring and regional councils through the WMCA Homelessness Task Force and the West Midlands Housing Officers Group.	Planning & Housing Policy	Ongoing	And any other relevant partnerships as opportunities arise.
	Regular examination of homelessness statistics in order to identify changes and emerging trends etc.	Strategic Housing Board	Quarterly	
	Ensure that homelessness and housing issues are included in any relevant strategies and plans developed by the Council.	Planning & Housing Policy	Ongoing	
	Involve Experts by Experience in future service development and improvement.	Housing Options Team	Ongoing	
	Work in partnership with the Multiple Complex Needs Board and Operational Group, and embed the MEAM (Making Every Adult Matter) approach to remove barriers and improve services to the most vulnerable people affected by homelessness.	Housing Options Team, Multiple Complex Needs Board	Ongoing	

**Theme 1: Preventing homelessness and supporting homeless households**

Priority	Action	Lead responsibility	Date	Comments/Progress
	Strategically review how we receive store and process information from homeless households and share that information with partner organisations in a safe and secure way to ensure data only has to be provided by the client once as part of the homeless presentation and engagement process.	Housing Options Team and partner organisations	ongoing	Will require joint working and GDPR data sharing agreements
Positive Pathways – Universal Prevention	Review and Improve the general housing advice and housing options information on the Council’s website.	Housing Options Team	April 2019	Review at regular intervals to ensure it is kept up to date after April 2019
	Improve the general advice and education available on tenants’ rights and responsibilities and landlords’ rights and responsibilities.	Housing Options Team and Regulatory Services	December 2019	General information on website and details of where people can go for independent advice
	Introduce drop-in housing advice/housing options sessions in suitable locations around the city (for example, in family hubs).	Housing Options Team	April 2020	
	Scope opportunities for a Housing advice phone line and/or live online chat for general housing advice and signposting.	Housing Options Team	April 2021	
	Use data and intelligence available to develop an early identification method for early targeting of support and advice.	Planning & Housing Policy	April 2021	Work with the Insight Team

<b>Theme 1: Preventing homelessness and supporting homeless households</b>				
<b>Priority</b>	<b>Action</b>	<b>Lead responsibility</b>	<b>Date</b>	<b>Comments/Progress</b>
	Work with partners to monitor the range and cumulative impact of welfare reforms on people's housing options and risk of homelessness and develop effective responses.	Housing Options Team	Ongoing	Join existing 'Welfare Reform working Group' partnership
	Develop a Communications plan to raise awareness of the services available whilst also managing expectations of realistic housing options available.	Housing Options Team & Communications	December 2019	
	Review and revise our approach to homelessness prevention with key partners.	Housing Options Team	Ongoing	
	Improve our understanding of the housing issues for young people and lesbian, gay, bi-sexual and transgender people.	Planning & Housing Policy	April 2019	
Positive Pathways – Targeted Prevention	Monitor, review and where necessary make improvements to the methods of contact and processes around how customers can access the Council's homelessness services.	Housing Options Team	Ongoing	
	Develop links and referral pathways with the social care 'Early Intervention Team' (for families) – to ensure early identification of families at risk and ensure a joint approach to prevention.	Housing Options Team Childrens Social Care	Ongoing	
	Review and improve housing pathways with adult social care and mental health.	Housing Options Team Adult Social Care/ Public Health	December 2019	

**Theme 1: Preventing homelessness and supporting homeless households**

Priority	Action	Lead responsibility	Date	Comments/Progress
	Review and improve housing pathways for young adults (18-24) including Care Leavers.	Housing Options Team Children's Social Care	December 2019	
	Review and improve housing pathways for victims and survivors of domestic abuse.	Housing Options Team	August 2019	The new contract for DA services will commence in August 2019
	Review and improve housing pathways for prison leavers and those in the criminal justice system.	Housing Options Team	December 2019	
	Develop an effective referral process for public bodies that have the 'Duty to Refer' if they are working with someone who is homeless or at risk of homelessness (with consent).	Housing Options Team	April 2019	Duty to Refer applies from Oct 18 – review process after 6 months
	Ensure that appropriate and timely advice and assistance is given to Asylum Seekers that receive Refugee status, as they are required to move out of accommodation provided by the Home Office.	Migration Team	Ongoing	
	Develop a package of support for landlords who are considering evicting their tenants, to enable the tenancy to continue (where safe and appropriate to do so).	Housing Options Team	April 2019	Review process regularly
	Review housing enforcement actions and response to reports of illegal eviction, harassment, retaliatory evictions etc.	Regulatory Services	December 2019	

<b>Theme 1: Preventing homelessness and supporting homeless households</b>				
<b>Priority</b>	<b>Action</b>	<b>Lead responsibility</b>	<b>Date</b>	<b>Comments/Progress</b>
Positive Pathways – Crisis prevention and relief	Re-commission homelessness and ex-offender supported accommodation and floating support services (including rough sleeper services, direct access hostels etc.).	Strategic Housing Board	April 2019	Current contract runs to 31 <sup>st</sup> March 2019.
	Reduce the use of temporary accommodation and bed and breakfast and minimise the use of expensive bed and breakfast accommodation.	Housing Options Team	Ongoing	
	Ensure that all existing accommodation used by the Council is effectively managed and that clients are given the necessary support they need.	Housing Options Team	Ongoing	
	Investigate options to expand the Council's portfolio of suitable temporary accommodation (to avoid the use of B&B).	Strategic Housing Board	July 2019	
	Develop further measures to tackle rough sleeping and support vulnerable people who are (or are at risk of) rough sleeping, understanding the reasons for non-engagement and developing appropriate 'challenge and support' policies.	Planning & Housing Policy, Community Safety	September 2019	To include operational policies and procedures
	Develop a package of support and securities for private rented sector landlords to enable people to access private rented accommodation.	Housing Options Team	April 2019	
Positive Pathways – Recovery and move-on	Work with partner agencies to develop a common standard for a person to be 'tenancy ready' and a programme to deliver training to future tenants.	Housing Options Team	December 2019	

**Theme 1: Preventing homelessness and supporting homeless households**

Priority	Action	Lead responsibility	Date	Comments/Progress
	Develop a package of support and securities for private rented sector landlords to improve access to private rented accommodation, and positively engage with landlords in promoting the scheme.	Housing Options Team	April 2019	
	Explore and put in place suitable measures to support households to sustain tenancies in the private rented sector.	Housing Options Team		As part of the re-commissioned contract for homelessness floating support
	Ensure that personal housing plans include effective referrals to partner organisations and other services to address long term support needs that have contributed to homelessness.	Housing Options Service	Ongoing	
	Provide information on sources for basic furniture packages, home set-up kits etc. and where appropriate, assist people to access crisis grants and other available funding.	Housing Options Service	Ongoing	
	Work with the West Midlands Combined Authority to deliver the Housing First pilot scheme (Coventry to deliver 40 units per year).	Strategic Housing Board	2018/19 to 2020/21	WMCA awarded £9.6m government funding
	Review the Coventry Homefinder Policy to ensure it contributes positively to homelessness prevention and relief.	Strategic Housing Board	April 2019	
Positive Pathways – Sustain Housing	Include in the contract specification for the re-commissioned Homelessness contract - floating	Strategic Housing Board	April 2019	

<b>Theme 1: Preventing homelessness and supporting homeless households</b>				
<b>Priority</b>	<b>Action</b>	<b>Lead responsibility</b>	<b>Date</b>	<b>Comments/Progress</b>
	support for people who have accessed a new tenancy after accessing homelessness services.			
	Develop better joint working practice and information sharing with Registered Providers' tenancy sustainment officers.	Housing Options Team	Ongoing	
	Develop access and availability of information and/or prepare information packs for households when moving into temporary and emergency accommodation and also at point of duty being discharged. This will help settle the household within a local community and provide information to help them establish and sustain the tenancy.	Housing Options team in partnership with RPs and PRS Landlords and Homelessness Support service provider(s)	ongoing	

<b>Theme 2: Housing Development</b>				
<b>Priority</b>	<b>Action</b>	<b>Lead responsibility</b>	<b>Date</b>	<b>Comments</b>
Enable new high-quality housing development to meet the existing and future growth needs of the city	Increase delivery to an additional 1,300 homes per year (the level of annual need identified in the Local Plan from 2016 to 2031).	Planning & Housing Policy	Ongoing	
	Commission an updated Strategic Housing Market Assessment (SHMA) in partnership with Warwickshire authorities.	Planning & Housing Policy	Summer 2019	

**Theme 2: Housing Development**

Priority	Action	Lead responsibility	Date	Comments
	Update the Strategic Housing Land Availability Assessment (SHLAA) to identify sites suitable for housing development.	Planning & Housing Policy	April 2019	
	Maintain a five year land supply of land which is suitable and available for housing development.	Planning & Housing Policy	Annually	
	Complete annual monitoring of the Housing delivery test and produce delivery action plans as appropriate.	Planning & Housing Policy	Annually	Reflects introduction of new monitoring requirement in new NPPF (2018).
	Ensure our approach to Community Infrastructure Levy (when introduced) is used effectively to enable housing growth.	Planning & Housing Policy	December 2019	
	Maintain and update the Brownfield Land Register.	Planning & Housing Policy	Ongoing	Brownfield land register established in 2017, to be reviewed at least annually.
	Support bids and explore potential sources of external funding for housing and infrastructure where opportunities exist, for example from Homes England.	Planning & Housing Policy	Ongoing	As funding opportunities arise
	Develop and adopt a Strategic Urban Extension (SUE) Design Guide Supplementary Planning Document to ensure high quality, sustainable design	Planning & Housing Policy	By April 2019	

Theme 2: Housing Development				
Priority	Action	Lead responsibility	Date	Comments
	of large new urban development areas allocated in the Local Plan.			
	Develop and adopt a general Residential Design Guidance Supplementary Planning Document, promoting good design and high standards of materials, space, safety and accessibility in all new housing development.	Planning & Housing Policy	By Summer 2019	To include: Nationally Prescribed space standards Part M (2) and (3) Secured by Design Build for Life
	Work collaboratively with the WMCA to develop regional design guidance for 'healthy new communities' and promote through the planning process as appropriate.	Public Health	By Summer 2019	
	Maximise funding opportunities to help accelerate construction - On-going partnership working with Homes England and the Coventry & Warwickshire LEP to ensure we have an awareness of different models, funding streams and how they can be used.	The Councils Planning & Housing Policy, Economic Development and Inward Investment teams working in partnership with the WMCA and C&W LEP.	Ongoing	
	Embracing modern methods of construction – give strategic support to developers who are considering the use of such methods in appropriate developments.	Planning & Housing Policy	Ongoing	

<b>Theme 2: Housing Development</b>				
<b>Priority</b>	<b>Action</b>	<b>Lead responsibility</b>	<b>Date</b>	<b>Comments</b>
Diversifying the housing offer to meet a range of needs and aspirations	Grow the supply of homes attractive to professionals and entrepreneurs.	Planning & Housing Policy	Ongoing	
	Continue to work with Coventry and Warwick Universities to understand student accommodation needs, and expand the supply of purpose built student housing in suitable locations.	Planning & Housing Policy	Ongoing	
	Support appropriate proposals for housing developers and accredited private landlords to expand the number of homes available for rent (Build to Rent) on suitable sites.	Planning & Housing Policy	Ongoing	As proposals arise
	Improve advice available to people interested in low cost home ownership.	Housing Options Team	April 2019	Part of improvements in general housing options advice available
	Maintain the self-build register and promote opportunities for self/custom build for interested individuals and communities.	Planning & Housing Policy	Ongoing	To be reviewed annually
	Explore options to work with local mortgage lenders to support and facilitate improved accessibility to the local housing market through savings and mortgage opportunities.	Strategic Housing Board	ongoing	To be reviewed annually
Ensure that affordable housing is developed of the right type and tenure to meet the needs of the	Increase delivery to an additional 348 affordable homes per year (level of need identified in the Local Plan), achieving at least 25% affordable homes on sites that meet the criteria.	Planning & Housing Policy	Annual	Criteria as defined in Policy H6 of the Coventry Local Plan.

Theme 2: Housing Development				
Priority	Action	Lead responsibility	Date	Comments
city	Develop and adopt a Developer Contributions Supplementary Planning Document (SPD) including detailed affordable housing requirements, building on Policy H6 and IM1 in the Local Plan.	Planning & Housing Policy	By Summer 2019	
	Work with planners on viability assessments for S106 sites and advise on ways to maximise affordable housing provision on S106 sites.	Planning & Housing Policy	Ongoing	
	Support RPs on S106 schemes and negotiate with developers, RPs and Planners on affordable housing mix.	Planning & Housing Policy	Ongoing	
	Develop and adopt a policy on the use of Commuted Sums to support additional affordable housing delivery, with funds to be targeted where they bring most added value and enable the development of strategically important housing types (eg accessible bungalows, large family homes).	Planning & Housing Policy	By Summer 2019	
	Set up a Development Forum with Registered Providers to enable partnership working and maximise opportunities for affordable housing development.	Planning & Housing Policy	April 2019	
	Work with registered providers to achieve an appropriate balance between traditional social rented properties and new business which enables them to develop other types of homes, such as Affordable Rent, Market Rent, homes for sale.	Planning & Housing Policy	Ongoing	

Theme 2: Housing Development				
Priority	Action	Lead responsibility	Date	Comments
	Continue to work in partnership with Whitefriars Housing Group to ensure that the Joint Venture delivers decent new affordable housing which meets the strategic needs of the city.	New Build Housing Partnership Joint Venture	Ongoing	
	Explore new vehicles for affordable housing delivery, including joint venture and Local Housing Company models, to facilitate the delivery of affordable housing.	Planning & Housing Policy, Housing Options and Corporate Property Teams	Ongoing	
	Support communities exploring the potential for increasing the provision of affordable housing in their communities through the creation of initiatives such as Neighbourhood/ Community Plans, Community Land Trusts and Community Right to Build.	Planning & Housing Policy	Ongoing	As opportunities arise or proposals are put forward
	Through developer contributions, collaboration with Registered Providers and funding opportunities, deliver housing types that the market will not provide e.g. mobility standard housing, learning and disability housing, etc.	Planning & Housing Policy	Ongoing	
	Develop a common sub-regional approach to allocation of affordable homes apportioned to the Warwickshire authorities to meet the need arising in Coventry.	Planning & Housing Policy	2020	

Theme 3: Improving existing housing				
Priority	Action	Lead responsibility	Date	Comments
Improve the management and maintenance of rented properties	Commission a Private Sector Stock Condition Survey (PSSCS) or similar study to update the current 2013 report and better understand the housing conditions in Coventry, and to ensure that health related data is identified in the house condition survey.	Planning and Regulatory Services	Summer 2020	
	Undertake housing-related activity in line with health priorities for the city such as achieving “safe and healthy” homes, as informed by the above survey results.	Regulatory Services, Public Health	Dependent on above	
	Investigate opportunities to introduce discretionary licensing, such as selective or additional licensing.	Regulatory Services	December 2019	
	Monitor outcomes and outputs of any discretionary licensing that is adopted.	Regulatory Services	Dependent on above	
	Explore options for introducing a landlord accreditation scheme.	Regulatory Services	December 2019	
	Promote good housing management standards and information sharing through a Private Landlord Forum.	Housing Options Team Regulatory Services	Ongoing	
	Continue to deliver the HMO mandatory licensing scheme, embedding the change in criteria and ensuring a proactive approach to identifying and inspecting relevant properties.	Regulatory Services	Ongoing – change to criteria from Oct 18	

Theme 3: Improving existing housing				
Priority	Action	Lead responsibility	Date	Comments
	Carry out compliance visits of properties subject to Mandatory or Discretionary licensing schemes.	Regulatory Services	Ongoing	
	Proactively target the poorest condition private rented sector housing outside of licensing schemes.	Regulatory Services	Ongoing	
	Improve data sharing and co-operation between various Council teams that may come into contact with rogue landlords, to identify where intervention or enforcement may be required. Include joint visits where necessary.	Regulatory Services	Ongoing	
	Improve private rented sector housing conditions through advice and information where possible, and the use of enforcement powers where necessary, including civil penalties, rent repayment orders and banning orders, targeted on the poorest condition housing.	Regulatory Services	Ongoing	
	Contribute to the nationwide database of rogue landlords introduced by the Housing and Planning Act 2016, where appropriate.	Regulatory Services	Ongoing	
	Review the way services rapidly respond to reports of illegal/retaliatory eviction and harassment, especially where these involve vulnerable tenants or may result in homelessness.	Regulatory Services, Housing Options Service	December 2019	Review process as appropriate

Theme 3: Improving existing housing				
Priority	Action	Lead responsibility	Date	Comments
	Increase joint working and intelligence sharing between the Prevention Team and Housing Enforcement to assist households threatened with homelessness due to the condition of their property, or facing harassment or illegal eviction.	Regulatory Services, Housing Options Service	Ongoing	
	Commission research into the Houses in Multiple Occupation (HMO) sector, including assessing the impacts of HMOs and student accommodation and the effect that additional purpose-built student accommodation is having on the student housing market.	Regulatory Services, Planning & Housing Policy	Complete by summer 2019	
	Work with partner agencies to ensure effective information sharing and referral processes where any agency identifies that a vulnerable person is living in poor housing conditions to ensure that appropriate assistance can be provided.	Regulatory Services, Public Health	Ongoing	
Improve the energy efficiency of existing housing, provide affordable warmth assistance and reduce fuel poverty	Continue to provide affordable warmth advice and information for vulnerable and low income households, by phone, home visits, surgeries, events and the Council website.	Affordable Warmth Team	Ongoing	
	Continue to make Energy Company Obligation funded insulation and heating measures available through a partnership arrangement with an energy supplier or contractor, using the Flexible Eligibility provisions to target vulnerable and low income households.	Affordable Warmth Team	Until end of ECO3 in 2022	

Theme 3: Improving existing housing				
Priority	Action	Lead responsibility	Date	Comments
	Continue to pursue opportunities through the Better Care Fund and other programmes to deliver projects to improve home insulation and heating efficiency, and to provide help to reduce fuel costs and maximise incomes.	Affordable Warmth Team, Public Health	Ongoing	Note Better Care Fund is a temporary funding source expiring on 31 March 2020
	Continue to manage the Council's Switch and Save scheme to offer households the opportunity to switch to cheaper energy tariffs.	Affordable Warmth Team	Ongoing	
	Submit a report to the Secretary of State for Business, Energy and Industrial Strategy as required by the Home Energy Conservation Act 1995, detailing measures that will lead to significant domestic energy efficiency improvements.	Affordable Warmth Team	By end March 2019	
	Take action to enforce regulations regarding minimum energy efficiency standards in the private rented sector.	Regulatory Services	Ongoing	
Make the best use of existing housing stock in the city, including bringing empty homes back into use.	Review the Homefinder Policy to ensure it provides applicants with an informed choice about their housing options and encourages sustainable communities, whilst also prioritising social housing for those that need it most.	Planning & Housing Policy, Housing Options Team	April 2019	
	Review and agree a master nominations agreement with Registered Providers.	Planning & Housing Policy, Housing Options Team	April 2019	

<b>Theme 3: Improving existing housing</b>				
Priority	Action	Lead responsibility	Date	Comments
	Reduce under-occupation of housing through partnership working and support for people wanting to downsize in all sectors, including supporting Registered Providers to develop initiatives to reduce under-occupation.	Housing Options Team	Ongoing	
	Review the empty homes policy to ensure continuing effectiveness in bringing homes back into use.	Environmental Services	December 2019	Current policy was adopted in 2014
	Develop a proactive plan to identify and bring empty homes back into use, including advice and assistance for owners and use of enforcement powers (including compulsory purchase orders) where necessary.	Environmental Services, Regulatory Services	July 2020	
	Engage with Registered Providers to map the current social housing provision (size, type, location).	Planning & Housing Policy	December 2020	
	Work with the City Fibre project to enable roll-out of high speed broadband to all areas of the city.	City Fibre Partnership	Ongoing	

<b>Theme 4: Support for people and communities</b>				
Priority	Action	Lead responsibility	Date	Comments
Ensure that housing in the city is fit for an ageing	Carry out a Housing Needs Assessment for Older People, including an exploration of the barriers to	Planning & Housing Policy	April 2020	

Theme 4: Support for people and communities				
Priority	Action	Lead responsibility	Date	Comments
population	downsizing and future levels of need for affordable and specialist housing for older people.			
	Develop an Older Persons Housing Strategy to ensure that the housing in the city is fit for an aging population.	Planning & Housing Policy	April 2021	
	Support the development of new older persons housing that meets identified needs and demand.	Planning & Housing Policy	Ongoing	
	Work with Registered Providers and Homes England on increasing development of new older persons housing for older persons in need including for rent and affordable home ownership.	Planning & Housing Policy	Ongoing	
	Work with current care home operators and providers of housing for older people that wish to improve the physical and environmental conditions in their homes by remodelling or re-provision.	Adult Social Care	Ongoing	
	Ensure that extra care and older persons housing is incorporated into Strategic Urban Extensions in accordance with the master-planning principles in the Local Plan.	Planning & Housing Policy	Ongoing	As plans come forward
People will have the tools to access and sustain suitable housing, including support for people with specific housing needs resulting from a physical	Identify future housing need for transitional, supported and specialist housing, including for people with learning disabilities, people with mental health needs, older people and disabled people. Link in with the update of the Strategic Housing Market Assessment.	Adult Social Care Planning & Housing Policy	Ongoing	Cabinet report scheduled for March 2019 regarding supporting living for adults with learning disabilities and mental health

Theme 4: Support for people and communities				
Priority	Action	Lead responsibility	Date	Comments
or mental impairment	Work in partnership with Registered Providers, care providers and Homes England to deliver additional/remodelled supported housing schemes in response to needs and demand, so there is choice for people who to continue to live independently	Adult Social Care, Planning & Housing Policy	Ongoing	
	Develop and maintain a register of affordable homes that are adapted or accessible properties (both existing and planned) to make it easier for people with disabilities to find a home that meets their needs.	Housing Options Team	Ongoing	
	Work with partners to encourage the provision of floating support, in response to needs and demand, for people to continue to live independently in their own homes	Adult Social Care Planning & Housing Policy	Ongoing	
	Strongly encourage the development of new housing which is suitable for disabled people using higher accessibility standards from Part M – with adaptability 'designed in'.	Planning & Housing Policy	Ongoing	(Building Control Part M, to include M4 (2) Category 2: Accessible and adaptable dwellings and M4 (3) Category 3: Wheelchair user dwellings)
	Update the Gypsy & Traveller Accommodation Assessment to ensure plans and policies continue to meet identified needs.	Planning & Housing Policy	By December 2020	

Theme 4: Support for people and communities				
Priority	Action	Lead responsibility	Date	Comments
	Revisit options for the redevelopment of the permanent Gypsy & Traveller Site at Siskin Drive.	Planning & Housing Policy and Corporate Property.	By summer 2020	
	Ensure we maintain a 5 year supply of Gypsy and Traveller sites to meet identified need.	Planning & Housing Policy	Ongoing	
	Explore options regarding a suitable transit site for Gypsies & Travellers.	Environmental Services	Nov 2019	A report will be prepared for Cabinet Member (Policing & Equalities) on the practicalities of creating a transit site within the city boundaries.
People will be able to access advice and information about their housing rights and responsibilities, and how to sustain their tenancies	Liaise with Coventry University and the University of Warwick to ensure that students are aware of their rights and responsibilities when renting, including reducing ASB.	Environmental Services	Ongoing	ASB procedure developed in 2016/17 - monitor success and review if necessary.
	(See also actions under Theme 1 – preventing homelessness and supporting homeless households).			
Support communities that want to develop a Neighbourhood Plan	Ensure that general information is available for communities thinking about neighbourhood planning (including information on the Council website).	Planning & Housing Policy	Ongoing	
	Provide support, advice and assistance to communities that want to develop a Neighbourhood Plan.	Planning & Housing Policy	Ongoing	As proposals are put forward

<b>Theme 4: Support for people and communities</b>				
Priority	Action	Lead responsibility	Date	Comments
	Arrange the necessary procedural activities such as designation of a neighbourhood plan area, inspection of the plan, and a referendum to approve the plan.	Planning & Housing Policy	Ongoing	As proposals are put forward
Support estate regeneration in appropriate locations.	Support regeneration and redevelopment schemes in areas that require improvement, including opportunities arising from the 'Inclusive Growth Corridor' which seeks to maximise the benefits to local communities of the HS2 development.	Planning & Housing Policy	Ongoing	As proposals are put forward

<b>Monitoring and updating</b>			
Action	Lead responsibility	Date	Comments
Update the Homelessness Review using information from the 2018/19 year, to understand the early impacts of the HRA implementation and identify any changes in trends, needs or demands as a result of the new legislation and new service.	Planning & Housing Policy	July 2019	Analysis of information from April 2018-March 2019
Determine whether the results of the above require any changes to be made to the Housing & Homelessness Strategy and/or the Action Plan.	Strategic Housing Board	October 2019	
Review whether the Housing & Homelessness Strategy or Action Plan need to be updated when changes occur in relevant legislation or statutory guidance.	Strategic Housing Board	When required	

**Monitoring and updating**

Action	Lead responsibility	Date	Comments
Prepare an annual report for the Cabinet Member of the main statistics relating to housing and homelessness and provide regular informal briefings throughout the year.	Strategic Housing Board	Annually	
Regularly review and publish an update of the Housing & Homelessness Strategy Action Plan.	Strategic Housing Board	Annually	

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## Consultation Statement – Housing and Homelessness Strategy.

The draft Housing and Homelessness Strategy (and supporting Action Plan) was published for consultation between 6<sup>th</sup> November and 18<sup>th</sup> December 2018. As part of the consultation process it was presented to Scrutiny Coordination Board for consideration on the 12<sup>th</sup> December. Feedback from that meeting have been utilised in reviewing and updating the Strategy ready for adoption.

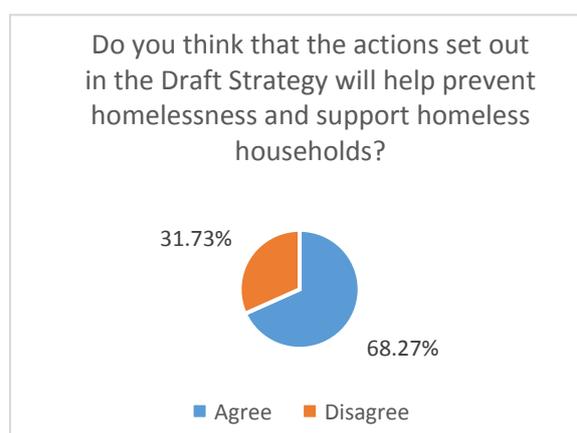
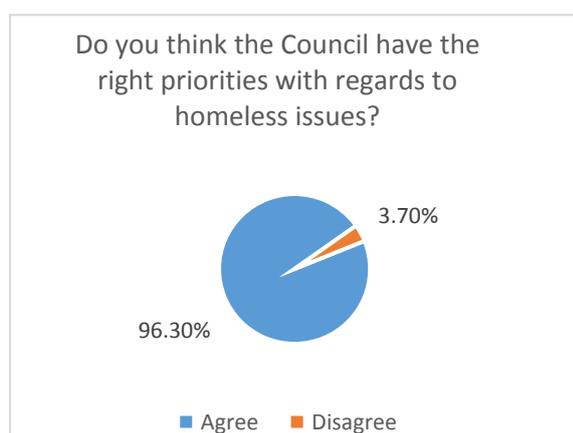
This briefing note provides a summary of the consultation responses received and how they have affected the review of the draft Strategy and Action Plan.

For ease of reference, consultation responses have been summarised by Theme.

### THEME 1: Preventing Homelessness and Supporting Homeless Households

The most responded to area of the strategy was theme 1 which related directly to homelessness and homelessness prevention. This theme forms the Homelessness Strategy element of the report.

In total 108 responses were received to this theme through the survey monkey questionnaire. The majority of responses were received from members of the public. The majority of responses were supportive of the priorities and agreed that the actions set out in the Draft Strategy would help prevent homelessness and support homeless households. This is shown in the graphs below:



In addition a further 16 responses were received via email and letter, with the majority being from partner organisations and voluntary sector.

In summary the following principle issues were raised in response to Theme 1:

- Registered Providers should stop evicting households.
- Challenge national LHA rates.
- Make better use of Discretionary Housing Payment (DHP).
- Importance of successfully delivering the Housing First programme.
- Do more to combat rough sleeping.
- Prioritise homelessness prevention.
- Create more links between rough sleeping and drug/alcohol addiction, mental health, unemployment and access to jobs and services.
- Ensure wider accessibility to information and support and awareness of how to get it.
- Do more to support those with multiple complex needs.
- Highlight the importance of tenancy support training to ensure tenancy sustainment.
- There are insufficient resources to deliver the aims and objectives of the strategy.

- Need to make sure the duty to refer is functioning effectively.
- Need a single data collection point and a process for sharing information between partner organisations – prevent repeated cases of rough sleepers providing the same info multiple times.
- Target the root cause of homelessness.
- Ensure those with experience of rough sleeping and homelessness are involved in the commissioning of new services and how they are delivered.
- There is a need for a ‘wet facility’.
- Would be good for the strategy to be endorsed by more than just the council.
- Strategy overly focused on prevention – not enough on relief.

The tables below further summarise the responses received and officer comments made in response.

Summary of comment(s)	Officer response and proposed change (if relevant)
<b>THEME 1 - Preventing Homelessness and Supporting Homeless Households</b>	
consider changing references to Service User to "client"	Comment noted, change has been made in both strategy and action plan where appropriate.
Introduce methods to assess individuals for drug dependency and provide them with necessary tools such as mentoring and clinics if affected.	This already happens as part of understanding an individuals needs when they present as homeless. As part of PHPs specific opportunities and referrals can be agreed between the Council/Partner organisation and the individual to help combat dependency. This also links in with the Councils drug and alcohol services.
Yes speak to those with lived experience and/or those currently on our streets especially around town and get a real insight into life on the street and the issues faced with putting all the drug addicts alcoholics and those with mental health issues in one place to try and sort their lives out we constantly set them up to fail by doing this.	Comment noted. The Strategy has been developed and consulted on with an experts by experience group and other agencies including Crisis and the Coventry ARC - their views and opinions have fed into the strategy.
Personal housing plans need to be developed for those presenting as homeless and need to have effective referrals to partner organisations with long term support provided - assisting people to be ‘tenancy ready’, gaining access to crisis grants, funding and support in home set up and furniture packages to commence living independently	Agreed, this is already delivered through the Councils Homeless Reduction Act responsibilities and as part of how we manage support homelessness applications.

Need to promote greater education about homelessness	Agreed, this is expected to form part of the councils approach to the homelessness reduction act and sharing relevant information.
Prioritise accommodation for street homelessness including those with NRPF	Comment noted however there is already a range of hostel accommodation that is accessible to street homeless across the city that means no-one has to sleep rough. The council recognises however that more needs to be done to diversify this accommodation and increase the opportunities available to those sleeping rough. We are also exploring opportunities to bid for grant funding related to those with NRPF.
Use the proposed Pathway model to link homelessness support to employability support via the Job Shop and other employment support services.	Comment noted, this already forms a key part of how we work with and support those presenting as homeless. It's also a key part of homeless referral pathways and the work our partners do with homeless households e.g. The Salvation Army.
There needs to be a greater emphasis on Homelessness prevention	Agreed. The council have restructured its services to deliver a greater emphasis on prevention work in accordance with national legislation. This is reflected in the Strategy. We will also continue to review and reshape service processes as we learn what 'works' in prevention.
Increased democratic oversight of RPs and meaningful penalties when service failures	No action - HE has this role. Local Authorities have no direct control or sanctions that can be applied to Housing Associations as they are private organisations. Homes England does however have an oversight role through the management of grants etc.
Promote rapid rehousing for homeless households (Inc. those in unsuitable TA) to ensure they are found suitable housing.	Comment noted. This is already a priority through the assessment and management of homeless households through the councils housing options service and the work we do with the Salvation army. This is not always possible though due to the time it can take to find a suitable property, the need to ensure adequate support programmes are in place and the need to ensure the household is able to maintain the tenancy going forward. This is reflected in the homeless review and the strategy.
Need to embed the Housing First programme as part of the pathway for rough sleepers	Agreed. The council has access to funds as part of a national pilot scheme to roll out a housing first project during 2019. this is reflected in the strategy and action plan
Lobby and petition government for rent controls on PRS - long term tenancies	I'm afraid this is a political matter subject to central government policy and not one we can influence through the strategy.
Promote awareness of how to access support and information	Agreed, the strategy already includes priorities for maximising accessibility to information and support for those who are homeless or at risk of becoming homeless. This is being driven forward by the Councils Housing Options and Customer Service sections
More needs to be done to help house every homeless person irrespective of need or statutory duty.	Although accommodation is limited, opportunities do exist for those who are not owed a statutory duty, especially through the winter months.

<p>Need to do more to address the complex issues that lead to individuals becoming homeless. This includes drug/alcohol addiction, mental health and homelessness.</p>	<p>Agreed, the city council have linked service provisions around drug and alcohol abuse, domestic violence, mental health and homelessness to help link such issues together and ensure that households receive the most appropriate advice and support. This is also supported by the Salvation army as part of our contracted services. As such this is already reflected within the strategy and action plan.</p>
<p>more needs to be done to remove rough sleepers from the town centre permanently as this currently creates a health hazard and poor image for city</p>	<p>Comment noted. The city council continues to work with its partners to combat rough sleeping across the city and the region as a whole. The key to this will be the provision of suitable accommodation alongside the necessary support programmes. The housing first programme will help with this and is already covered by the strategy.</p>
<p>Need to ensure appropriate standards of temporary and emergency accommodation for families etc. At present, they are poor which requires proactive enforcement action as tenants are often too scared to complain for fear of eviction.</p>	<p>Comment noted, however options for temporary and emergency accommodation can often be limited, especially when faced with a growing demand. This can often limit opportunities and have a negative effect on the quality and suitability of accommodation. The city council does continue however to work with the Salvation Army and other partners to support all those who are homeless or risk becoming homeless to ensure they have access to accommodation that is both safe and secure. The city council also have responsibilities under the Children's Act where this involves families. The council are also working with partners to secure better quality accommodation, especially for families. This is already covered by the Strategy.</p>
<p>Need to do more to help people become tenancy ready.</p>	<p>Comment noted. Our work in response to the Homelessness Reduction act already includes a significant work stream on helping households become tenancy ready. This also forms a key part of the work we do with Housing Associations and the Salvation army. This is already captured within the Strategy and action Plan.</p>
<p>The Council should develop an area in the city Centre which homeless households can use. This would allow the issues to be monitored on a regular basis.</p>	<p>The City Council work with partners to deliver the steps for change project which provides hub type facility in the city centre. The Salvation Army also operate a hub facility on the edge of the city centre, whilst other partners such as the Jesus Centre, Coventry Cyrenians have central premises. Individuals do have a freedom of movement though and unless they are committing a legal offence it is difficult, and not necessarily appropriate, to force people to move away from city centre.</p>
<p>There needs to be more emergency accommodation for rough sleepers, especially during the Winter and freezing cold weather.</p>	<p>Comment noted, the city council already works with The Salvation army, Coventry Winter Night Shelter and the Coventry Emergency Shelter (amongst others) to provide accommodation options for rough sleepers, especially during winter periods. This is already reflected in the strategy and action plan.</p>
<p>Where does temporary accommodation fit in? Recovery and move-on support?</p>	<p>Temporary accommodation is provided for a short period of time to prevent households from sleeping rough whilst they apply for more permanent accommodation.</p>
<p>Look at why people become homeless, look at the paths people take and possibly</p>	<p>Comment noted, this research has been undertaken and will continue to be reviewed. It is covered by the homelessness review and the strategy/Action Plan already.</p>

introduce some philosophies at schools in Coventry to get youngsters to look differently at their world.	
Lots of monitoring of impacts and not a lot of action. Can the City work with other LAs in WMCA to ensure people don't get left isolated?	Yes, the city can and does work with other authorities to ensure a joined up approach is taken. This is already reflected in the strategy.
The council should not use the intentionality element of the legislation unless absolutely necessary. Instead use 56 days prevention duty to resolve issues.	This already happens through the council's response to the homelessness reduction act.
There are insufficient resources available to deliver the priorities and aims of this strategy.	Comment noted. The council does have committed funds to help deliver the strategies aims and objectives and is committed to working with partners to deliver projects in an efficient and cost effective way. There is also further funding options available through government, charities and the WMCA. This strategy is a 5 year plan though and will take time to be fully realised.
Needs a greater emphasis on partnership working, agreed commitments that are realistic and in the interest of those affected (i.e. at risk of/or homeless Housing options that are viable, sustainable and ongoing support provided beyond being housed).	Agree but partnership working is already a key element of the strategy. We will also be looking to update the strategy going forward with partners to create a Partnership Strategy in future.
It also needs to be accommodation for people who do have a drug and alcohol issues that should not be excluded from this	Agreed. The city council are looking at opportunities for expanding the offer of complex needs accommodation and working with partners around how best to deliver this. The Housing First programme will help deal with this for entrenched rough sleepers.
Single people with children/families afraid to approach the homelessness sector because they will be put in or allocated inappropriate accommodation where they are at personal risk of sexual and physical assault and robbery	Comment noted. The council works proactively with the Salvation Army when placing families to ensure they are placed in safe and secure accommodation. We also work closely with Children's services including joint case conferences where appropriate to help manage case specific issues. This is already reflected within the strategy and is a key consideration from a safeguarding perspective.
Empowering people to resolve conflicts through mediation to prevent homelessness and improve relationships in families and in neighbourhoods. (use organisations like	Comment noted. This is already happening as part of the councils work to respond to the Homelessness Prevention Act. This is also covered in the strategy and forms a key part of the work we already do with our partners (e.g. st basils).

Mediation and Community Support)	
Needs to be an improved referral process from Customer Services teams such as Council Tax or Housing Benefits	Comment noted. The duty to refer became fully operational in late 2018 and the city council are working with it partners to ensure appropriate referral pathways are in place and functioning properly.
Greater emphasis of system design/planning from those with lived experience needed	Agreed. This has already formed a key component of evidence gathering to inform the strategy and action plan. It also continues to be a key theme within the homelessness forum and will support the evolving housing first programme. This is already recognised within the strategy.
Increase emergency accommodation to avoid use of hotels and B&B - adapt existing empty council community buildings and then encourage community groups/charities to take this on-board and actively manage the accommodation.	Comment noted. This is already something that the council is actively pursuing to reduce the financial burden but also improve the quality of temporary accommodation offer available. This is reflected within the strategy and action plan already and was subject to cabinet approval in November 2018.
Acknowledge that welfare reform /UC implementation is having an impact on homelessness?	Comment noted but this is a national policy that we cannot really influence it in principle as a city council. We are working locally in partnership with DWP though to see if there are aspects we can influence in Coventry. We acknowledge that this is causing issues and is a key reasons for arrears and eviction etc. We are continuing to work with housing associations and private landlords thought to help mediate and maintain tenancies wherever possible. This is covered already in the strategy.
Assisting with 'tenancy readiness', crisis grants, furniture packages etc.	HP (HRA) officers will assist where necessary to source funding
Need to ensure references to domestic violence and abuse. Refugees and migrants	Such references are already included in the strategy and action plan. The Council also already has a separate strategy for domestic violence and abuse. Domestic violence and abuse are contained in the Pathways Model the Council is looking to adopt.
Coventry Homefinder should include property options outside of the city boundaries	Comment noted and this is something currently being discussed with neighbouring authorities as part of delivering the city's housing needs on a cross boundary basis. This will form part of the review of the Homefinder policy which is a key priority of the strategy and action plan.
Homeless numbers should be published, monitored and reported regularly, at the moment it seems to be a black hole without ownership or reporting.	Figures are already recorded and reported to central government on a quarterly basis. Central Government make this available through Open Data portal and press releases regularly. It is not possible to record any more frequently at this time due to capacity and the relevance of changes in data. The importance of data gathering and monitoring as part of good quality IT systems is already referenced in the strategy and action plan.

Vital that the different departments work together and communicate.	Comment noted, this already happens and is overseen by the council's strategic housing board.
RPs need to stop evicting households for spurious reasons and therefore contribute towards creating homelessness - in line with WMCA aspirations.	Comment noted. The council works very closely with its RP partners to minimise the need for evictions. Wherever possible the council will work to mediate between parties and support tenancy sustainment. Sometimes though this does not prove possible or acceptable.
Council should challenge LHA levels in the City - these are currently too low.	Comment noted, however this is national policy that Local authorities cannot control.
Council should use DHP more readily to prevent homelessness.	Comment noted. The council does have a safeguarded DHP pot which it utilises to its full potential every year. In addition we have a Homelessness Prevention fund which also supports combating homelessness.
Need better local drug and alcohol support services	Comment noted. The council has recently retendered its drug and alcohol support services (to CGL). These services will be monitored and assessed on an ongoing basis. They are reflected already within the strategy and action plan.
One of the actions in the Action Plan under theme 1 is 'review and improve housing pathways for prison leavers'. It would be beneficial if 'and those in the criminal justice system' were to be added on to this action.	Comment noted - change has been made as suggested.
What is asked of individuals claiming homelessness is a barrier – far too much information is required which leads to people rough sleeping. This information should also only have to be provided once, and not required to be repeated to various organisations. This could include the production of a central directory or database of support services would benefit this aim (agencies often unsure who or how to refer to other agencies) (iCAT suggested). Moreover, the qualification rules are far too sensitive so many are being turned away	The city Council has already made amendments to the way it processes application to help speed them up and make them more efficient. We are also working with partners to explore data sharing protocols and shared databases to combat the issues raised here. PHPs include referrals and signposting taken from a central database of support agencies and are included in discussion with the client. To aid clarity however an additional bullet point has been added to the 'how we will achieve this' section and the 'Preventing Homelessness will be a corporate priority' section of the Action Plan. This states: <ul style="list-style-type: none"> <li>• Strategically review how we receive store and process information from homeless households and share that information with partner organisations in a safe and secure way to ensure data only has to be provided by the client once as part of the homeless presentation and engagement process.</li> </ul>
Commitment to ensure that there is improved data collection in any case from statutory and voluntary organisations so that patterns	Comment noted, the improvements already being made and planned moving forward will continue to help improve data collection and modelling. Further improvements will be made in relation to the above process so will be supported by the above

<p>of homelessness can be identified at the earliest opportunity.</p>	<p>referenced change. The update of the Homelessness Review will also support this aspect of monitoring.</p>
<p>Support (and housing) needs to be consistent and provided for as long as it is required by the client and not worked to an artificial deadline for move-on. It should also be provided whenever people are ready to accept it, not two weeks down the line.</p>	<p>Comment noted, however the council do have to operate within the guidelines laid down through the homelessness reduction act. In general though the Council is keen to move households into permanent and settled accommodation as quickly as possible once their support needs are met and the chances of tenancy sustainment are maximised.</p>
<p>Support needs to target the root cause of individual issues and be more flexible (if people can evidence their previous behaviour has changed they should not be excluded again)</p>	<p>Comment noted. This forms a key part of the support packages provided to homeless households and is something the Council does actively look to influence through allocation policy and creation of tenancies where appropriate. It is not necessarily something we can achieve directly through the strategy though.</p>
<p>commission a single provider to manage all homelessness matters across the city</p>	<p>Comment noted. The city council will be tendering for services during the course of 2019. At this stage we cannot comment on whether this will result in one or a multiple number of service providers.</p>
<p>Commission multiple providers to manage different aspects of homelessness across Coventry - this will allow more bespoke approaches to issues and ensure specialist services can be delivered and supported.</p>	<p>Comment noted. The city council will be tendering for services during the course of 2019. At this stage we cannot comment on whether this will result in one or a multiple number of service providers.</p>
<p>Needs to be a long term strategy to support households to sustain tenancies (possibly tapered: pre-load support at commencement of tenancy – tenancy ready/transitional support- and reduce support as time goes-on ensuring that it is always available though) – beyond simply accessing to housing</p>	<p>Agreed. This will form part of the training and support packages that will be commissioned as part of the new homelessness contract(s). The Council agrees that helping promote and maintain tenancy sustainment is a key aspect of preventing homelessness.</p>

<p>When individuals are ready, an information pack should be provided upon move-in so that they can quickly start to feel a part of the local community</p>	<p>Comment noted. It is our understanding that this already happens in part when homeless households move into different accommodation. We appreciate though that this could be more ad-hoc rather than the norm and will explore opportunities through the review of service delivery to introduce this sort of approach. An additional point as been added within the action plan under the Positive Pathways - sustain housing section which will require us to "Develop access and availability of information and/or prepare information packs for households when moving into temporary and emergency accommodation and also at point of duty being discharged. This will help settle the household within a local community and provide information to help them establish and sustain the tenancy".</p>
<p>Lack of, or gaps in, services and options for people with; no recourse to public funds, mental health services, (young) women, individuals with multiple, complex needs, refugees/migrants (no connection to local area so can't establish community), ex-offenders, and those who have experienced trauma.</p>	<p>Comment noted. Some of these gaps have been identified through the homelessness review and are already referenced within the action plan and strategy. They will be addressed and mitigated through the commissioning of new services.</p>
<p>The strategy should place an emphasis on designing and delivering trauma informed services in partnership with other agencies as this is often the underlying reason for homelessness. By increasing the awareness of how to work with individuals who went through traumatic experience(s), and incorporating it at the centre of the strategy.</p>	<p>Comment noted. Such an approach is captured as part of our commitment to the pathways model, especially in mental health pathways (included PTSD and recurrent trauma) and working with ex-armed forces personnel.</p>
<p>Provision of a 'wet shelter' should be considered, or a 'homeless hub' that is independent from the contract and compulsorily works with all relevant external agencies.</p>	<p>This is highlighted in the strategy and action plan as something that needs to be explored and developed in partnership with other agencies and organisations.</p>

<p>Need to better define what is meant by a wet facility or wet shelter</p>	<p>Comment noted - the provision of a wet facility or shelter is not referenced explicitly by name as such a facility is only perceived as one option for helping support street homeless who may utilise such a facility. Instead the Action Plan highlights important process steps to be taken around support and accommodation that already reflects key priorities of the Strategy e.g. "Develop further measures to tackle rough sleeping and support vulnerable people who are (or are at risk of) rough sleeping, understanding the reasons for non-engagement and developing appropriate 'challenge and support' policies". As such the Action Plan remains fairly high level in this respect in order to support the recommissioning and tendering process that will follow for the city's new homelessness services. This allows partner organisations and voluntary sector to work jointly with the council to provide the most effective approach to combatting these issues.</p>
<p>The current homelessness contract doesn't offer alternatives for people who can't access Salvation Army (SA) services (e.g. due to previous eviction). Although SA have been noted to be a barrier to rough sleepers and other vulnerable people for their inflexibility.</p>	<p>As previously indicated the homelessness review has identified a need to deliver more flexible and varied services to fill identified gaps in current provisions. This will be considered further through the recommissioning of services during 2019 which is already identified as a key aspect of the new strategy.</p>
<p>More proactive at identifying people at risk because some individuals don't ask for help. Partner organisation such as the police, fire service and NHS (local GPs) could have a system to help identify these.</p>	<p>The Duty to Refer came into effect in late 2018. The city council are working with these partners (and others) to help provide information on homelessness and what to look for and who to refer to. This will be a learning curve for all concerned though and will take time to fully implement.</p>
<p>Must engage with the wider community to challenge myths and misconceptions surround homelessness.</p>	<p>Agreed. The city council is already working to develop an appropriate communications strategy for homelessness issues. This is reflected within the strategy and Action Plan already.</p>
<p>Families who leave after receiving Section 1 notice should not be found intentionally homeless.</p>	<p>Comment noted, however this does relate to national statutory duties. We will consider this further through the review of the Homefinder policy, which forms a key part of the Strategy and action plan already.</p>
<p>Need to establish a definition of what 'tenancy ready' means, as it holds a different perception for different people.</p>	<p>Comment noted and accepted, this will be considered further as part of the training programmes developed and the recommission/tendering of homelessness contracts.</p>

<p>An important consideration regarding the location of services and accommodation near the city centre is that it is close to other services but also easy access to drugs etc. and other poor environment/influences.</p>	<p>Comment noted. The key benefit of focusing services in or near to the city centre is that they are easily accessible to those that need them and accessible from all parts of the city by a range of transport options if necessary. Access to other negative services will, unfortunately, inevitably follow this however it is our view that access to the appropriate support, information and accommodation services outweighs this risk.</p>
<p>Critical to acknowledge that living on the street is a community in itself and sometimes people want to return to that 'lifestyle'.</p>	<p>Comment noted. The Council is committed to working with its partners to making support and accommodation available to all those who need it and ask for it. We appreciate that some people may choose to opt out of those services, but in partnership with voluntary organisations we will continue to work with those people to help them as best we can.</p>
<p>Commitment to design out homelessness should be made a city wide priority</p>	<p>This is already a priority under Theme 1 of the Strategy.</p>
<p>The strategy could be expanded to include the general public and other agencies in the strategy, making the reduction of Coventry homeless population everyone's priority.</p>	<p>Comment noted. The strategy is due to be reviewed in 12 months' time to take account of an updated homelessness review and the first years' work programme following the inaction of the Homelessness Reduction act. The Council also need to complete a rough sleeper strategy by winter 2019. It is envisaged that as part of this work the main strategy could be updated and be endorsed by a range of partners - not just the council. Notwithstanding this version of the strategy has been developed in partnership and the action plan includes a range of objectives that will be delivered by others - not just the council.</p>
<p>The strategy could be more radical by using a single site, such as a multi-storey car park, where those who sleep on the street could come at night (for example between 19:00 and 07:00) where homeless/rough sleepers could attend for food, portable shower, clothing, support workers, medical staff etc.</p>	<p>Such options will be explored as part of delivering the strategy. However to include such approaches within the strategy itself would serve to limit the strategy and result in it being overly prescriptive, hence limiting flexibility and opportunity for new and innovative opportunities for combatting rough sleeping and homelessness etc.</p>
<p>It should be acknowledged that a small number of groups are unintentionally facilitating rough sleeping by feeding people on the street but not offering more extensive professional services which is counterproductive</p>	<p>Comment noted. This reflects work undertaken by voluntary organisations though. It is not something the Council can necessarily influence or prevent and we would not want to comment on effectiveness of other agencies.</p>

<p>The Homelessness Reduction Act focuses on two themes - prevention and relief. Concerns that the strategy talks almost exclusively about homelessness prevention and says very little about relief. This gap is driven by evidence which overwhelmingly focuses on data gathered on why individuals and families find themselves homeless, with little or no data presented as to why they remain homeless and find difficulty exiting temporary accommodation quickly (beyond describing housing supply issues). There seems to be an implicit assumption that those in temporary accommodation face the same issues as those who are threatened with homelessness.</p>	<p>Comment noted. We have developed the strategy though very much with the HRA and the drive towards a preventative approach at the forefront of our minds. As such we often talk about 'prevention' as shorthand for prevention and relief. This does not mean that our responsibilities under the relief duty are ignored within the strategy or the action plan though. There are, in our view, a number of references to relief and how this aspect of the HRA will be administered, managed and monitored. We will look at ways to make this clearer within the strategy document though. It is also important to note that through the strategy we will be collecting data that clearly separates the two stages to understand what works for different households in the most effective way.</p>
<p>Action plan Theme 1 - "Improve the general advice..."- lead responsibility shown as Housing Options Team but should be Regulatory Services Team.</p>	<p>Comment noted. The action has been assigned to both teams to reflect the support and advisory role that will be retained and delivered by the Housing Options service.</p>

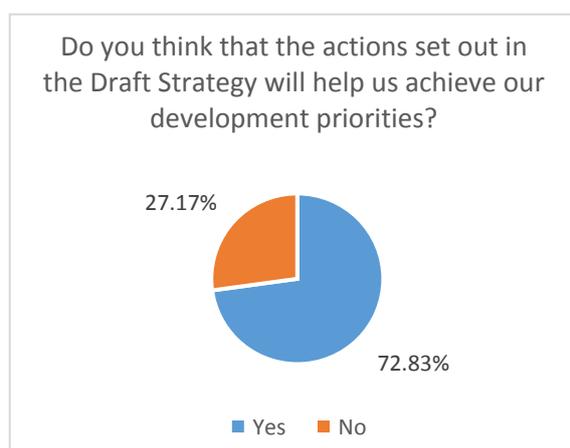
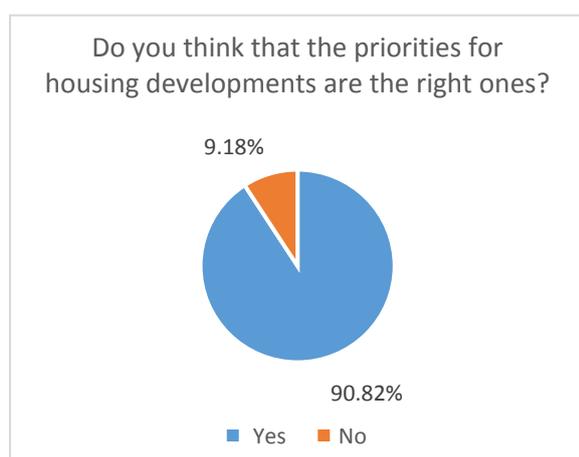
### Key Changes made to the Strategy and Action Plan

Other than a number of technical and typographical changes, the most notable amendments to this part of the strategy include:

1. An additional bullet point has been added to the 'how we will achieve this' section of the Strategy and the 'Preventing Homelessness will be a corporate priority' section of the Action Plan. This states:
  - Strategically review how we receive store and process information from homeless households and share that information with partner organisations in a safe and secure way to ensure data only has to be provided by the client once as part of the homeless presentation and engagement process.
2. An additional point as been added within the Action Plan under the 'Positive Pathways - Sustain Housing' section, which will require us to "Develop access and availability of information and/or prepare information packs for households when moving into temporary and emergency accommodation and also at point of duty being discharged. This will help settle the household within a local community and provide information to help them establish and sustain the tenancy".

## THEME 2: Housing Development

The second most responded to section of the survey related directly to Housing Developments in the city. In total 98 responses were received to this theme through the survey monkey questionnaire. The majority of these responses were again in favour of the priorities the council has set out with regards to housing development. They also generally agree that the actions set out in the Draft Strategy would help the council achieve its own goals. This is shown in the graphs below:



In addition a further 16 responses were received via email and letter, with the majority being from partner organisations and voluntary sector.

In summary the following principle issues were raised in response to Theme 2:

- Need for new genuinely affordable housing targeted at those with low incomes.
- Establish clear empty homes policy.
- Ensure new homes are supported by appropriate infrastructure.
- Prevent development of Green Belt land.
- Prioritise development on brownfield sites.
- Restrict the delivery and concentration of HMOs.
- Promote council investment in housing stock – build or buy.
- Plan/Strategy should go further and build more homes.
- Explore options for the council to invest/support mortgage lending.
- More promotion of self-build/custom build homes.

The tables below further summarise the responses received and officer comments made in response.

Summary of comment(s)	Officer response and proposed change (if relevant)
<b>THEME 2 - Housing Development</b>	
Need to have more genuinely affordable housing accessible to those on low incomes and available to large families and those with specific accessibility needs	Comment noted. The strategy reflects the policies of the local plan which seek to increase and accelerate the delivery of new affordable housing. The types and tenures of affordable homes are however governed by national policy. However the Council is looking at ways to get involved within the housing market to help deliver more genuinely affordable homes. This is again captured within the strategy and action plan.
Council needs a new Empty homes policy.	comment noted
Appropriate infrastructure needs to be in place in new developments.	Comment noted, the Local Plan promotes the delivery of appropriate infrastructure to support new development. This will be managed through the planning process.
Increasing house numbers is fine as long as the infrastructure can cope, - schools, transport, local shops, and doctor's surgeries.	Comment noted, please see response above.
New homes should be focused on brownfield sites. Land within the greenbelt should be protected. New homes should not be built where they will destroy the local wildlife.	Comment noted, the local plan was developed on the basis of protecting the city's most sensitive and highest value green spaces. It was also developed on the basis of national guidance which requires the Council to plan positively for the housing needs of the city. As explained within the Local Plan this produced a need to release eland from the green belt to support house building and meet local needs.
need to provide suitable accommodation for those with health conditions	Comment noted, the Action Plan and Strategy commits the council to working with its partners to help deliver specialist housing across the city.
HMOs to be limited in the outer areas of the city.	Comment noted. The local plan contains policies on HMO's and student accommodation. Small HMOs are covered by national permitted development right. The local plan can however consider large HMOs and ensure they are delivered in areas that are appropriate and suitable within specific areas. This has regard to issues of parking and amenity space amongst others.
Warden/staff assisted accommodation to help those coming from the street - some people have been on the streets a long time and find the concept of "normal day to day housing" challenging and overwhelming.	Comment noted, Housing First will provide a prime opportunity to support those households in this situation. This is outlined in the strategy and the action plan and will be rolled out wider afield during 2019.
There is a need for more disabled accessible housing and adapted houses.	Comment noted. This will be captured within our review of housing needs assessments. It is therefore already captured within the strategy and action plan for theme 4.

<p>There is a need for affordable housing for the students.</p>	<p>Comment noted. Unfortunately national guidance prevents the council from imposing an affordable housing policy on purpose built student accommodation. As such this is not a policy approach we are able to take.</p>
<p>Council should buy and manage empty properties</p>	<p>The council are looking at ways it can invest and support the local housing market. This includes looking at options to purchase, secure long term leases and develop its own housing stock again. This is outlined in the strategy and the action plan, but will require detailed assessment and proposals.</p>
<p>Plan not radical enough at 348 properties per annum.</p>	<p>Comment noted. The figure is based an initial assessment of need and is classed as a minimum figure that can be exceeded.</p>
<p>Investigate cheaper ways of building property</p>	<p>The council is already working with stakeholders and housing associations to look at promoting and supporting different ways of building homes. This is set out in the strategy and action plan already.</p>
<p>Council to explore opportunities to facilitate mortgages to renters/first time buyers. For example a partnership scheme with Coventry Building Society could be a positive approach.</p>	<p>The provision of mortgages for homeowners or prospective homeowners is the responsibility of banks and building societies, it is not something the Council can deliver. Notwithstanding the Council have previously worked with the Coventry Building Society (in non-financial terms) as part of the Wood End/Henley Green New Deal for Communities programme to support the offer of a dedicate lending and saving product. A new action point has been added to the Action Plan within the 'Diversifying the housing offer' section which states "explore options to work with local mortgage lenders to support and facilitate improved accessibility to the local housing market through savings and mortgage opportunities".</p>
<p>Hostels are a good solution to help providing affordable accommodation</p>	<p>Comment noted. The city does already have a number of hostel facilities across the city, which are well used. Such facilities are better suited to single or couple households as opposed to families. We will continue to work with housing association partners to explore the need and demand for further hostel provisions.</p>
<p>More needs to be done for individuals that have special educational needs.</p>	<p>Comment noted. This will be captured within our review of housing needs assessments. It is therefore already captured within the strategy and action plan for theme 4.</p>
<p>Provide something like converted containers for street sleepers then there is no need to sleep in shop doors etc.</p>	<p>Comment noted. This has been explored as an option and we are aware of other examples around the city where this has been operated. We retain concerns about the suitability of shipping containers as homes. We are working with partners to deliver alternative options for accommodation. At this moment in time however there is no reason why someone should be sleeping rough on the city's streets as there are accommodation options available to them.</p>

<p>the council should do more to support the delivery of more self-build projects</p>	<p>Comment noted. The Local Plan contains policy to promote this, but it is dependent upon market demand and availability of plots. The Strategy also supports the delivery self-build and custom build properties and the council will look to promote site options through its land supply database.</p>
<p>Support the development of large scale regeneration projects and initiatives in the city through influencing WMCA investment and leveraging in other potential long-term funding relating to the City of Culture and Commonwealth Games.</p>	<p>This is something the city council are already involved in. regeneration projects in areas such as Wood End and Canley are delivering a large number of new affordable homes and delivering improvements to the city's built and natural environment. We are also working closely with the WMCA and Homes England to lever in additional funds to help drive forward other regeneration programmes and opportunities across Coventry. This is already referenced within the Action Plan under themes 2 and 4.</p>

### Key Changes made to the Strategy and Action Plan

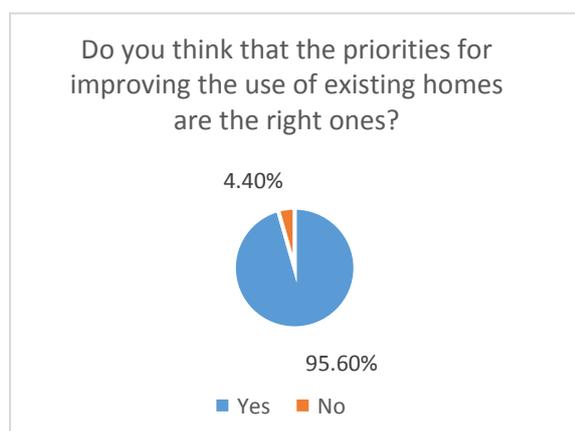
Other than a number of technical and typographical changes, the most notable amendments to this part of the strategy include:

1. A new action point has been added to the Action Plan within the 'Diversifying the housing offer' section which states: "explore options to work with local mortgage lenders to support and facilitate improved accessibility to the local housing market through savings and mortgage opportunities".

### THEME 3: Improving the Use of Existing Homes

The third most responded to section of the survey related directly to the council’s plans regarding Existing Homes in the city.

In total 91 responses were received to this theme through the survey monkey questionnaire. The vast majority of these responses were in favour of the council’s plans regarding existing homes, alongside being largely in favour of the actions set out in this section of the Draft Strategy. This is shown in the graphs below:



In addition a further 16 responses were received via email and letter, with the majority being from partner organisations and voluntary sector.

In summary the following principle issues were raised in response to Theme 3:

- Reduce empty homes.
- Provide more support and advice for private landlords.
- Combat rogue landlords.
- Ensure first priority relates to all homes not just rented homes.
- Combat over/under occupancy.
- Review opportunities for fixed term tenancies.
- Expand landlord licencing.
- Plan more for health communities and combatting deprivation.

The tables below further summarise the responses received and officer comments made in response.

Summary of comment(s)	Officer response and proposed change (if relevant)
<b>THEME 3 - Improving the use of existing homes</b>	
Accommodation providers like private landlords, need to have a package of support in place to help ensure they are aware of their responsibilities to tenants etc. This should be supported by the council and regularly reviewed.	Comment noted. The council are actively reviewing how it works with private sector landlords to help improve joint working and how households can access the private rented sector in a more secure and efficient way.

Stopping rogue landlords from operating in the city.	The Council continues to develop its relationship with landlords and is actively developing new licencing arrangements to help combat rogue landlords. It is not possible to stop all such landlords from operating though.
Make more efficient use of empty homes -including opportunities to renovate and use for Housing First?	The level of empty homes in the city remains relatively low, however data does suggest it is growing again after a sustained period of decline. The Council is continuing to work to reduce the level of empty homes across Coventry - working with landlords and agents etc. Notwithstanding empty properties are privately owned and there remains a degree of choice associated with such properties. Empty homes that are smaller in nature e.g. 1 bed flats and bedsits may be suitable for Housing First as the programme will support mainly single people.
Options for improving existing homes should apply to ALL housing stock, not just rented accommodation. There are many households in owner occupied houses, in poor quality housing that they cannot afford to improve or move into better accommodation which might be better suited to their needs.	Comment noted. The overarching theme is intended to apply to all types of property, not just rented accommodation. As such the principle is proposed to be edited to say "Support and advice landlords and private homeowners to improve the management and maintenance of all properties, with a focus on health and wellbeing impacts".
Unused factories/office building should be turned into apartments for homeless/difficult to place individuals.	Comment noted, this I supported by the planning system in principle where the loss of employment land is appropriate.
Make sure that occupancy is correct for the property size - i.e. combat over and under occupancy	We agree that combatting under and over occupancy could release additional property into the market and make more efficient use of stock, however we cannot force people to downsize or move house - this reflects people's right to choice.
Support the development of lifetime homes.	Comment noted. This approach has been removed from recent planning guidance and was removed from the local plan during examination. This will remain an area of design we will continue to review however and continue to promote high quality new homes.
Privately owned properties that have been standing empty for 6 months should be actioned. If within 3 months of contact, the owner still hasn't responded, it should be taken by the council to house local people.	Comment noted but this is not something the council can action in practice. We will continue to work proactively with owners of empty homes to help bring them back into beneficial use.

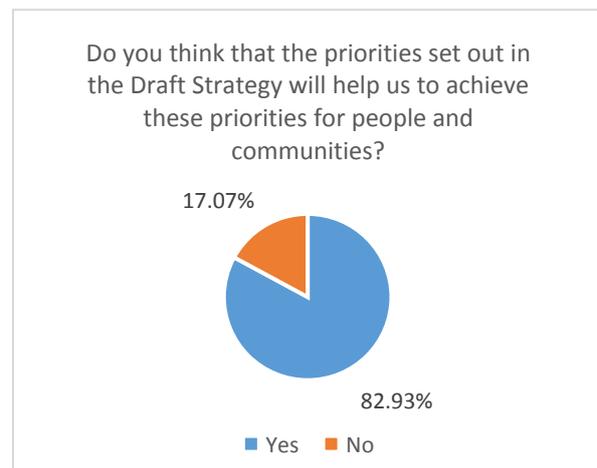
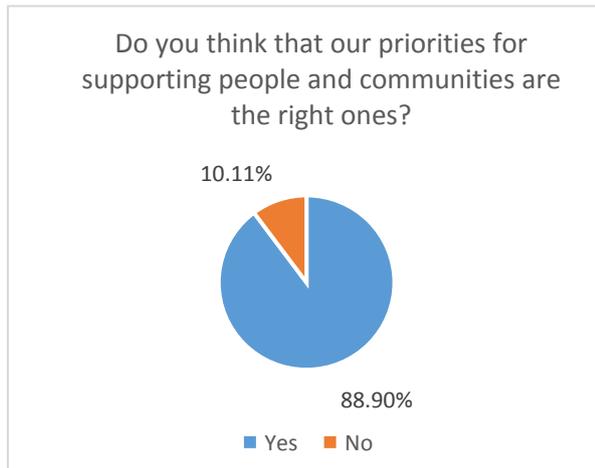
<p>Enable people to get a loan or grant to buy rundown / uninhabitable houses</p>	<p>The council are committed to helping combat empty homes and return them to functional use. We are exploring a range of options associated with this including matters of council tax, planning powers and compulsory purchase. The Strategy and action plan includes a commitment to a specific Empty Homes Strategy already which can explore this issue further.</p>
<p>Impose Landlord Licencing / Accreditation on all private landlords within the city as a means of achieving the above.</p>	<p>Comment noted - the council are currently moving forward with a new approach to property licencing linked to changes in national regulations. This is already captured within the strategy and action plan.</p>
<p>Social housing should be let on fixed term tenancy, for example 5 years. This means parents would work towards a clear goal and not become reliant on their social housing tenancy. This would help to take pressure off stock in the long term.</p>	<p>Housing Associations already have discretionary powers to operate fixed term or flexible tenancies. Nationally however there has been a very low uptake of this opportunity. Government have also acknowledged that it cannot force Housing Associations to operate in this way. This is therefore not something that the Council can influence or deliver.</p>
<p>The council should create partnerships with benefits agencies such as housing benefit and universal credit to: 1. Ensure benefits meet housing costs; and 2. Consider increases in benefit for private sector tenants where homelessness would incur expensive temporary accommodation.</p>	<p>LHA levels are intended to support benefit payments meet housing costs, but are set at centrally determined levels and often fall short of total housing costs. Unfortunately this is something the city council cannot influence, however we are able to use funds such DHP to support costs where appropriate.</p>
<p>Maybe a combined maintenance group managed by the Council and all housing associations would help improve existing housing stock and cut down on costs</p>	<p>Comment noted, however the city council does not own or hold any housing stock, so would not have need for a maintenance fund in this respect. Housing associations are also private organisations that manage and maintain their own respective housing stock.</p>
<p>There needs to be more support for people with Health Issues to stay in their own homes</p>	<p>Comment noted. This will in part, be captured within our review of housing needs assessment in so far as it will include the need for specialist housing options compared to more flexible use of existing housing stock. Where possible though the benefit of helping people stay in their own homes longer is recognised in so far as it can help maintain community cohesion and be positive for mental health. It is therefore already captured within the strategy and action plan for theme 4.</p>

Other than a number of technical and typographical changes no notable adjustments have been made to Theme 3.

#### THEME 4: Support for People and Communities

The least most responded to section of the survey related directly to the council's plans regarding People and Communities in the city.

In total 89 responses were received to this theme through the survey monkey questionnaire. The vast majority of these responses were in favour of the council's plans regarding people and communities, alongside being largely in favour of the actions set out in this section of the Draft Strategy. This is shown in the graphs below:



In addition a further 16 responses were received via email and letter, with the majority being from partner organisations and voluntary sector.

In summary the following principle issues were raised in response to Theme 4:

- Provide newly placed households with community info packs.
- Improve links to health and deprivation.
- Ensure access to amenity space as part of new developments and temporary accommodation.
- Need to support and facilitate downsizing where appropriate.
- Need to support people to improve their existing homes and future proof them to help people stay in their homes and local communities longer.
- Promote more variety of house types including bungalows and accessible homes.
- Stronger outreach policy to support Neighbourhood Planning.

The tables below further summarise the responses received and officer comments made in response.

Summary of comment(s)	Officer response and proposed change (if relevant)
<b>THEME 4 - Support for people and communities</b>	
Need to understand the linkages between the Health effects of deprivation and development proposals	Comment noted. The City Council have adopted policy and technical guidance around Health Impact Assessments, these help understand and plan positively for health impacts and benefits as part of new developments. The local plan also has a strategic focus on planning for healthy developments and designing in opportunities to create health benefits and combat deprivation. This is all achieved through joint working with public health officers and is reflected within the strategy.
Families need to have access to outside space where children can play safely. This applies to temporary, emergency and permanent housing.	Comment noted. The city council completely agrees with this view and do all it can to ensure temporary and emergency accommodation is appropriate in terms of amenity space either within the site or in close proximity to it. All new homes need to provide amenity space or good accessibility to suitable parks and open spaces. This is covered by the Local Plan as well as the strategy.
Placing a duty upon new housing developers to ensure inclusion of bungalow/single storey accessible accommodation to allow move on opportunities for older people with deteriorating health to downsize/future proof their homes.	Comment noted. The strategy does reflect local plan policy in so far as it promotes the delivery of a range of types and tenures of new homes. This includes opportunities for bungalows and accessible ground floor flats. This is especially reflective of the affordable housing policy and opportunity to negotiate this through the planning system. This will also be part of pre-planning advice where appropriate. We do however have to be mindful of development viability and the cost implications of bungalows, which sometimes mean they are resisted by developers.
The plan could benefit from a policy of outreach to communities to encourage neighbourhood planning in addition to supporting existing communities who are already developing their plans.	Comment noted. Both the Housing and Homelessness Strategy and the Local Plan support and promote Neighbourhood Planning. The council have already adopted a Neighbourhood Plan for Willenhall and have work on going for other such plans in other parts of the city. The delivery of neighbourhood plans is however primarily a planning function as opposed to a housing one.
remove points 7,8,10 and 12 from the How we will achieve this section as these duplicate other actions either already in theme 4 or elsewhere in the strategy	Comment noted - points deleted as suggested.
Supported Housing Needs Assessment across all services is a positive move, but consideration needs to be given to the cost for key providers who currently receive no local funding.	Comment noted. We are currently developing tender specifications and proposals for new services to be delivered later this year. The principle of retendering for homelessness services is already captured within the strategy and action plan. This detail will feed into that process.

undertake a housing market needs assessment to understand the true capacity of the PRS sector in the city	Comment noted. This will be captured within our review of housing needs assessments. It is therefore already captured within the strategy and action plan for theme 4.
Adult Services should read Adult Social Care - predominantly Theme 4 but also Theme 1?	comment noted - change has been made

### Key Changes made to the Strategy and Action Plan

Other than a number of technical and typographical changes, the most notable amendments to this part of the strategy include:

1. Points 7, 8, 10 and 12 from the 'How we will achieve this' section of Theme 4 have been deleted as they are deemed to duplicate other actions either already in Theme 4 or elsewhere in the strategy. This has been reflected within the Action Plan also.

In addition to the comments above, a further recommendation was received to re-order the themes to ensure the strategy as a whole provides a closer relationship to the pathways model. In effect this has seen Themes 2 and 4 switched around for the purposes of the final strategy. For reference and clarity back to the original draft they have remained unchanged for this Consultation Statement.



Cabinet

12 March 2019

**Name of Cabinet Member:**

Cabinet Member for City Services – Councillor Hetherington

**Director approving the report:**

Deputy Chief Executive (Place)

**Ward(s) affected:**

All

**Title:**

2019/20 Transportation and Highway Maintenance Capital Programme

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**Is this a key decision?**

Yes – Affects all wards across the city

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**Executive summary:**

This report brings together an £8.4m integrated capital programme for the maintenance and enhancement of the City's highways and transport infrastructure. This programme is funded through annual government local transport funding, City Council resources and Whitefriars Right to Buy receipts.

The basic principles for this year's maintenance and integrated transport programme are:

1. Continue the programme of rectifying damage and maintaining the City's roads, through a prioritised programme (worst first) based on the Council's Highways Asset Management plan.
2. Continue to invest in preventative/proactive maintenance.
3. Carry out packages of complementary schemes to support the continued growth of the city, such as road safety and traffic management schemes to compliment public realm and connecting Coventry proposals.
4. Provide a programme of footway improvements funded from the Whitefriars Housing Group Investment Fund, as part of a £2.0m investment which will be delivered over the next financial year.

**Recommendations:**

The Cabinet is requested to approve:

1. The 2019/20 programme of schemes marked 'A' in table 4
2. To delegate authority to the Cabinet Member for City Services, to approve a programme of scheme development, marked 'B' in table 4

**List of Appendices included:**

Appendix 1 - Description of all Maintenance & Integrated Transport Schemes

Appendix 2 - Breakdown of the Road Maintenance Programme including verges

Appendix 3 – Breakdown of the Integrated Transport Programme

**Background papers:**

None

**Other Useful Papers:**

Budget Report 2019/20 (City Council)

<http://democraticservices.coventry.gov.uk/ieListDocuments.aspx?CId=124&MId=11779>

**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

The City Council's five year capital programme was approved by Full Council on 19th February 2019.

**Will this report go to Council?**

No

**Report title:  
2019/20 Transportation and Maintenance Capital Programme**

**1. Context (or background)**

1.1 This report sets out a detailed capital programme of all Highway Maintenance and Integrated Transport schemes which are due to be carried out during 2019/20. The report sets out individual allocations and the various sources of funding in table 4, and sets out the specific details of each project in Appendices 1 to 3.

**2. Options considered and recommended proposal**

2.1 As part of the West Midlands Devolution Deal, HM Government agreed to devolve a consolidated local transport budget and provide a multi-year transport funding settlement, which comes under the control of the West Midlands Combined Authority Elected Mayor. This devolved transport grant forms part of the single pot.

2.2 The devolved transport element of the pot is made up of the following funding streams and paid to the Combined Authority, with a firm commitment for the period until 2020/21

- Integrated Transport Block (ITB)
- Highways Maintenance Block (not including PFI)
- Highways Maintenance Incentive Funding

2.3 Following the creation of the West Midlands Combined Authority (WMCA), the West Midlands Integrated Transport Authority and Centro were dissolved on 17<sup>th</sup> June 2016 and replaced with a new Integrated Transport Authority (ITA); Transport for West Midlands (TfWM). TfWM continues the work of its predecessors.

2.4 The multi-year devolved transport grant is set out below:

**Table 1 – Devolved Transport Grant**

<b>Fund</b>	<b>Status</b>	<b>2019/20 £000's</b>	<b>2020/21 £000's</b>
Bus Services Operating Grant (BSOG) Revenue	Revenue for tendered bus services - given to WMCA/TfWM	1,800	1,800
Integrated Transport Block Capital	Allocated to the WMCA but distributed to LA's and TfWM. LA's allocations based on population size, which is also used to calculate the WMCA Transport Levy	17,618	17,618
Highways Maintenance Block Capital**	Allocated to the WMCA but distributed straight to LA's via DfT calculated formula	13,112	13,112
Highways Maintenance Incentive Fund Capital	Currently allocated to the WMCA but distributed straight to LA's via DfT calculated formula.	2,731*	2,731*
<b>Total</b>		<b>35,261</b>	<b>35,261</b>

\*indicative figures provided by DfT

\*\* Excludes Birmingham City Council due to their Highways PFI

- 2.5 The Highways Maintenance allocation is awarded via TfWM; Coventry's allocation for 2019/20, based on the DfT revised needs formula is £2.225m. The ITA has made it clear that these resources are released on the condition that they are spent on highway maintenance schemes in accordance with the authorities' Highways Asset Management Plan (HAMP) and the Highways Maintenance Efficiency Programmes (HMEP). The Council has also given this undertaking to the DfT.
- 2.6 The Highways Maintenance Incentive Fund is dependent on the Authority's efficiency and approach to highways asset management. This fund is allocated based on an assessment of data provided by Local Authorities, which determines their band rating and subsequent percentage share of the available funding. Authorities fall into one of three bands, with band three authorities receiving maximum incentive funding over the following four years.
- 2.7 For 2018/19 DfT decided that authorities within a combined authority met the criteria for band three and on this basis, Coventry received maximum funding. It is anticipated that DfT will follow the same approach for 2019/20, this equates to £463k, which when added to the £2.225m Highways Maintenance allocation, forms a total Highways Maintenance Block amount of £2.688m, as shown in table 3.
- 2.8 The total ITB allocation in 2019/20 for the West Midlands is £17.618m. This funding is split, as in previous years, on a percentage basis (after the Joint Initiatives Top Slice); 25% to TfWM and 75% to the Local Authorities, distributed via the ITA pro-rata'd per capita.
- 2.9 The Joint Initiatives Top Slice equates to £0.09m and is used by WMCA to support the West Midlands Transport Information Gateway (WMTIG) which has an ongoing commitment of £20k annually, with the remaining £70k allocated to specific strategic priorities as identified by the Strategic Transport Officers Group.

The distribution of the regional Integrated Transport budget is as follows:

**Table 2 – West Midlands funding allocation**

Budget Heading	2019/20 Allocation (£m's)	Notes
TfWM Allocation	4.382	25%
Local Authorities Allocation	13.146	£1.620m for Coventry
Joint Initiatives Top Slice	0.090	
<b>Total</b>	<b>17.618</b>	

- 2.10 Table 3 sets out the available capital resources for transport schemes (such as Corporate Capital Resources and Whitefriars Right to Buy Capital receipts).

**Table 3 – Coventry Capital Resources**

Funding Source	2019/20 (£m's)
Integrated Transport Block	1.620
Highways Maintenance Block	2.688
Corporate Capital Resources	2.119
<b>Subtotal of Core Funding</b>	<b>6.427</b>
Whitefriars Housing Group contribution	2.000
<b>Total</b>	<b>8.427</b>

- 2.11 In 2016, WMCA approved the 10 year West Midlands Strategic Transport Plan “Movement for Growth”; which set out plans to greatly improve the transport system supporting economic growth and regeneration. A key challenge was the ability to provide initial development funding for Local Authorities to undertake and develop feasibility and strategic business cases for emerging schemes. In order to facilitate this, 15% of the total ITB funding will be ring-fenced for scheme development. This ring fence will be applied up to 2020/21.
- 2.12 As a substantial proportion of the funding for this programme is received as part of the ITA process, allocations received must therefore deliver schemes which contribute towards the objectives, outcomes and targets in the West Midlands Strategic Transport Plan. TfWM will monitor and assess the types of schemes district authorities are planning and whether they meet the relevant objectives.
- 2.13 As a continuation to the 2018/19 programme, there is an emphasis on making the best use of existing infrastructure rather than creating new. The maintenance programme will focus on ensuring that the worst affected roads and pavements across the City are properly repaired and preventative maintenance is carried out. This is a key theme in the West Midlands Strategic Transport Plan and is driven by the City Council's Highways Infrastructure Asset Management Policy and Strategy (January 2016).
- 2.14 Right to buy receipts (RTB) of £2.0m from the Whitefriars Housing Group and City Councils joint Infrastructure fund will be used to carry out a comprehensive programme of highway improvements in and around Whitefriars estates across the City. This will be the sixth year of improvements funded from the infrastructure fund.
- 2.15 In compiling the programmes contained within this report, an underlying principle has been to maximize value for money by looking for opportunities to integrate projects wherever possible. As well as saving money, this minimizes disruption to the travelling public, businesses and residents.
- 2.16 Table 4 sets out the proposed capital programme for Integrated Transport and maintenance schemes for 2019/20. Each line represents either a programme of works or an individual scheme. Specific details of these programmes and schemes are provided in appendices 1 to 3 of this report.
- 2.17 In addition to making the best use of existing infrastructure, as outlined above, wherever possible we will seek to reduce ongoing revenue expenditure through the removal of unnecessary infrastructure. This achieves two objectives: decluttering to improve the look of the city and reducing the ongoing maintenance.
- 2.18 Safety schemes will continue to be utilised to try to address areas where injury collisions occur and all requests or concerns raised by the public, both from individuals or petitions will continue to be investigated to determine if a local safety scheme should be implemented. We continue to use moveable vehicle activated signs which can be rotated around sites of concern, and in addition, we continue to collaborate with local police and work with residents to encourage the use of community speed-watch to monitor the speed of vehicles.
- 2.19 Approval is sought for those schemes and scheme programmes (as detailed in the appendices) marked with an A in Table 4.

Transportation & Maintenance Capital Programme 2019/20

Table 4

	Maintenance	£000s	£000s	£000s	£000s	£000s	Approval
		Corporate Capital Resources	Integrated Transport Block	Highways Maintenance Block	Whitefriars RTB	TOTAL	
1	Planing and Patching	0	0	400	0	400	A
2	Resurfacing	0	0	1482	0	1482	A
3	Surface Treatments	94	0	806	0	900	A
4	Footway Improvement Schemes	1000	0	0	2000	3000	A
5	Verges	125	0	0	0	125	A
6	Vehicle Safety Fence	50	0	0	0	50	A
7	Structures	350	0	0	0	350	A
8	Drainage Surveys / Maintenance	500	0	0	0	500	A
	<b>Sub Total</b>	<b>2119</b>	<b>0</b>	<b>2688</b>	<b>2000</b>	<b>6807</b>	
	<b>Integrated Transport</b>						
9	UTMC	0	400	0	0	400	A
10	Safety Schemes	0	400	0	0	400	A
11	Vulnerable Users	0	250	0	0	250	A
12	Scheme Development	0	240	0	0	240	B
13	Traffic Management	0	330	0	0	330	A
	<b>Sub Total</b>	<b>0</b>	<b>1620</b>	<b>0</b>	<b>0</b>	<b>1620</b>	
	<b>Grand Total</b>	<b>2119</b>	<b>1620</b>	<b>2688</b>	<b>2000</b>	<b>8427</b>	

### Externally funded projects

- 2.20 Coventry has been very successful in developing and securing new funding for innovative transport solutions, which use emerging technology to improve transport information with the intention of influencing road user behaviour to reduce congestion. We continue to work on a number of transport innovation projects, which are being delivered in conjunction with local partners and small and medium sized enterprises supporting economic growth in this area.
- 2.21 As well as delivering Intelligent Mobility projects where funding has already been secured, Coventry will work with other partners, including the WMCA to identify and secure further funding for new projects.
- 2.22 Through partnership working with the Environment Agency (EA) and the Regional Flood and Coastal Committee (RFCC), the City Council secured Local Levy and Grant in Aid funding to help deliver flood alleviation schemes at Butt Lane and Broad Lane. To enable these schemes to be brought forward, the Council agreed to top slice £250k per year from drainage programme budgets from 2017/18 to 2020/21.

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

- 3.1 The West Midlands Strategic Transport Plan 'Movement for Growth' replaced the Local Transport Plan (LTP 3). The WM ITA consulted with the public and key stakeholders and adopted the plan in July 2015, it was approved by the WMCA in June 2016. In addition, many of the specific larger schemes within the programme have or will be consulted on widely as individual schemes.
- 3.2 In all cases, no scheme will be implemented without appropriate consultation being undertaken to ensure that all interested parties are involved in the process and that anticipated funding is secure.

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

- 4.1 The programme of schemes will be implemented throughout the 2019/20 financial year. The exact timing of individual schemes will depend on how well developed they are, and feedback from consultation. It is anticipated that all budgets described in the programme will be spent by the end of March 2020.

### **5. Comments from the Director of Finance and Corporate Services**

- 5.1 Financial implications  
The core funding for the Transportation and Maintenance Capital Programme totalling £6.427m is set out in Table 3 and this was approved by Council on 19th February 2019. This programme is supplemented by additional funding from Whitefriars Right to Buy receipts. This report sets out a strategic integrated highways and transportation programme that explicitly recognises all sources of funding and implements a strong emphasis on robust project and programme management.
- 5.2 Legal implications

The Council is under various statutory duties relevant to this report which includes:

- (a) Maintaining the City's adopted highway network and associated structures;
- (b) Maintaining the City's traffic management infrastructure;
- (c) Managing the City's road network to secure the expeditious movement of traffic;

- (d) Promoting/encouraging safe, integrated, efficient and economic transport facilities and services in conjunction with the ITA;
- (e) Investigating road accidents and introducing measures to reduce their recurrence;
- (f) Producing a definitive map recording all public rights of way in the City;
- (g) Acting as a 'risk management authority' in respect of highway drainage for the purposes of the Flood and Water Management Act 2010

The Council also has various statutory powers which allow it to improve or add to the existing highway/traffic management infrastructure.

Any major contracts will be let so as to comply with EU/UK procurement rules and the Council's own Rules for Contracts.

The core funding for the Transportation and Maintenance Capital Programme is set out in Table 3 above and totals £6.427m. As indicated, this is complemented by other specific sources of funding.

## **6. Other implications**

### **6.1 How will this contribute to achievement of the Council's Plan?**

The programme will help to address Council Plan objectives such as poor air quality and climate change by encouraging more sustainable forms of transport such as walking, cycling and public transport, promoting the City Councils 'Age Friendly' aspirations

Schemes such as Public Realm works and the significant maintenance programme will help to address the Plan priority of making streets and open spaces more attractive and enjoyable places to be as well as the SCS transport priority of encouraging more walking and cycling.

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

For each programme/scheme, there are nominated project sponsors and managers who will be held accountable for delivery. The governance arrangement will be for the capital programme to be overseen by a board comprising the Director (Transport and Highways), service manager (project sponsor) and financial officers. The project managers collectively form the capital programme team which will ensure that the programme is delivered on time, to budget and to an appropriate standard. The findings and recommendations of the board will be reported to the responsible cabinet member/s via established briefing and reporting mechanisms as appropriate. In addition summary updates are provided to Cabinet as part of the quarterly budgetary control process.

To manage physical risks, the Construction and Design Management (CDM) process is also used for all appropriate schemes (larger schemes which meet certain criteria) to ensure that risks are designed out and that construction takes place by an approved contractor in a safe way.

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

The programme will be delivered using existing resources where possible.

#### 6.4 Equalities / EIA

An equality impact assessment was carried out during the formulation of the West Midlands Strategic Transport Plan.

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

The programme will have a beneficial impact on the environment as many schemes are designed to encourage sustainable forms of travel such as walking, cycling and public transport, as well as schemes to reduce congestion and improve the public realm.

#### 6.6 Implications for partner organisations?

The implementation of the programme will have a positive impact on businesses and the general population of the City through improvements to road maintenance and the wider transport network. The Coventry and Warwickshire Local Enterprise Partnership (LEP) has identified transport as a high priority to support economic growth.

#### Report author(s):

Colin Knight

#### Name and job title:

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#### Directorate:

Place Directorate

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Karen Seager	Head of Traffic & Network Management	Place	08/02/09	11/02/19
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<b>Names of approvers:</b> (officers and members)				
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Legal: Rob Parkes	Place Team Leader	Place	08/02/19	11/02/19
Lara Knight	Governance Services Co-ordinator	Place	19/02/19	19/02/19
Martin Yardley	Deputy Chief Executive	Place	13/02/19	19/02/19
Members: Councillor Hetherton	Cabinet Member City Services			19/02/19

This report is published on the council's website:

<http://democraticservices.coventry.gov.uk/ieListDocuments.aspx?CId=124&MId=11785>

## Description of Maintenance and Integrated Transport Schemes

### Highways Maintenance Block

As a result of the programme of permanent repairs and preventative maintenance undertaken over the last nine financial years, the deterioration of the road network has continued to reduce significantly and its resilience to the effects of winter weather is greatly improved.

The maintenance treatment programmes, as shown in table 4, are aimed at continuing the significant improvement to the classified and unclassified network. The opportunity will also be taken to link the implementation of road maintenance and integrated transport projects together to lower costs and minimise disruption.

This year we will continue with the successful footway slurry seal programmes, to complement the footway reconstruction programme. Slurry seal maximises value for money and acts as a preventative maintenance process for footways.

It is important to note that exact limits for the extended footway programme are not provided in this report, due to volume of extra preparation work. A summary of the treatments proposed for use over the 2019/20 financial year are listed in Appendix 2.

As discussed in the report there is also an extra £2m provided by Whitefriars Housing Group for footways and highway network improvements this year.

### Footway (Pavement) Treatments

**Footway Reconstruction:** A scheme of work which will often include excavation of kerb lines, relaying or renewing of kerbs, replacement of slabs or tarmac and supporting layers. This restores the treated area to 'as new' condition. Some footways can be 'overlaid', this is where a further layer of tarmac is laid over the top of the existing surface, adding strength to the footway. As in previous years, we will continue to utilise a new treatment option which uses thinner construction thicknesses. This option will only be used at suitable locations i.e. where pavements tend not to be driven on or are protected by legal orders.

**Footway Slurry Seal:** A process where a 'slurry' containing bitumen is spread across the existing tarmac. The process is thin, up to 10mm, so there are no problems meeting existing levels. This process is used on sites where early signs of deterioration are evident and hence is an excellent preventative maintenance treatment.

Footway treatments vary in cost from around £5.50/m<sup>2</sup> for slurry seal up to £93/m<sup>2</sup> for full reconstruction. Reconstruction is very labour intensive and involves lots of hand work, which results in higher costs relative to carriageway works.

## Carriageway (Road) Treatments

**Carriageway Planing and Patching:** This method of repair is best suited to those roads where there are larger (greater than 10 square metres) areas of deterioration, often at junctions and turning heads or where there are problems with old utility reinstatements. The process entails removing the top 40mm (or whatever is appropriate) and inlaying new material. Typical cost is £32.00 per square metre. This treatment has the added advantage of forming part of the preparation process for future preventative maintenance surface treatment schemes. Roads which have been planed and patched are very suitable for surface dressing or micro asphalt the following year. The sites listed for the Plane and Patch programme do not represent a full commitment to the budget allocated. This is because there is a reactive element to this operation, which provides the flexibility of carrying out large permanent repairs to roads which may deteriorate quickly for any reason.

**Carriageway Resurfacing:** This treatment is split into two types, inlay and overlay. Best value is achieved with overlay and, where possible, this is the preferred approach.

**Inlay:** This is an inherently expensive approach and will be used only where absolutely necessary, usually where there has been a structural failure in the base layers. It is recognised that there are a few locations where a deeper repair is essential. The costs of this approach can be over £38.50 per square metre.

**Overlay:** For roads where the deterioration is confined to the upper layers of the carriageway, a good solution is to overlay. Similarly, to footway overlay an extra layer of tarmac is laid over the existing surface. To maintain kerb height, it is usually necessary to plane out adjacent to the carriageway edges. The advantage of this approach is that it increases the thickness of tarmac, thereby strengthening the carriageway and reducing the amount of material that has to be taken away. For carriageways in poor repair, pre-patching is necessary. Typical costs are £32.00 per square metre.

**Surface Treatments:** All of the above processes extend the life of a carriageway by a number of years and this life can be extended further by the application of asphalt rejuvenation, surface dressing (tar and chips) or other thin layer systems such as a Micro Asphalt. This year we have added a fibre enhanced surface dressing programme, which provides a more durable and damage resistant surface to roads where conventional surface dressing would not be as effective. The importance of surface treatments is that they provide waterproofing to the road surface and prevent the ingress of water. In winter, water significantly contributes to deterioration and can cause weaker surfaces to break up. Surface treatments help to prevent this process occurring.

This year will be the ninth year of the preventative maintenance programme, which has been very successful. The value of this approach can be seen from the fact that surface dressing costs around £5.20 per square metre and Micro Asphalt is typically £11.00 per square metre, compared to over £32.00 per square metre for resurfacing.

### Drainage Surveys/Maintenance

Capital maintenance schemes for drainage includes the renewal of piped systems including new gullies and connections to the main sewer and also can involve the laying of new highway drains. These works address capacity or damage issues which are usually evidenced by flooding on or adjacent to the Highway. The Council's annual CCTV programme surveys the Highway drainage network and helps to build our asset register.

### Flood Relief Schemes

The purpose of these schemes is to reduce the risk of flooding in known high risk areas. Such works are usually carried out in conjunction with the Environmental Agency (EA). Flood relief measures usually entail construction of storage areas on private land, e.g. ponds, swales and ditches. Other measures include impeding flows by constructing walls or pipes, or natural slowing using a technique known as natural flood management, where fallen trees and other natural obstacles are used to slow flows.

### Verges

This programme allows for the protection of verges, typically through the use of bollards in accordance with the adopted verge policy. It may also include provision of lay-bys or simply re soiling existing verges, if new protective measures are in place. Use of grass-grid type materials continues to be successful. These systems allow vehicle over-run whilst maintaining a green verge like appearance to the street scene.

### Vehicle Safety Fences

This allocation is used to maintain existing safety fences (Vehicle Restraint Systems) on the network and can include bridge parapets. The budget allows for the testing and replacement of lengths of fencing to meet modern standards.

### Structures

We will continue to provide a programme of capital maintenance across the city's 308 structures which comprise road bridges, culverts, footbridges, retaining walls, sign gantries and subways. Schemes cover a wide range of maintenance works, including strengthening, waterproofing, repair of structural elements, and replacement of movement joints. The programme also includes detailed structural inspections and assessments of substandard structures. It should be noted that all locations are subject to detailed investigation and possible delays caused by engineering difficulties/consultation issues.

## **Integrated Transport Block**

### Safety Schemes

This allocation will be used in the development and implementation of road safety schemes in areas where there is a high incidence of recorded personal injury collisions (at least six in three years). In addition the allocation will be used to carry out route based road safety studies and schemes with specific focus on locations with a disproportionate numbers of vulnerable road user casualties including pedestrians, cyclists and motorcyclists.

### Vulnerable Users

This allocation, which complements the safety schemes programme, will be used to carry out improvements for our most vulnerable road users including cyclists and pedestrians of all ages, such as 20mph speed limits/zones where appropriate.

As part of the initiative to make Coventry an 'Age Friendly City,' it will also fund pedestrian dropped kerbs, on-street advisory disabled bays and access protection markings. A contribution will be used to support the recording of the Rights of Way network and its maintenance.

### Traffic Management

This budget will be used to carry out changes to the public highway to reduce congestion and make more efficient use of existing road space and improve safety. Examples include Traffic Regulation Orders, residents parking schemes, signing and lining changes and other minor engineering works.

### Urban Traffic Management Control (UTMC)

This allocation will be used to improve traffic control across the city. Areas of work will include improvements such as the introduction of pedestrian phases or crossing points to help address some road safety issues. This budget also allows for improvements to the communication system on the highway network, such as, integrating existing and new wireless communication and adding new traffic cameras to manage congested routes. It will also include works to replace vehicle detectors to improve operation of the traffic signals throughout the city.

### Intelligent Mobility and Innovation

The objective of this programme is to utilise Intelligent Transport Systems and various sources of travel information to develop the most efficient transport network within the city. These projects have significant future benefits for improving the impact of transport on air quality and the ability of people to travel more freely.

The Intelligent Mobility programme continues to engage industry partners, universities and local authorities to deliver a Smart City, inclusive of all user groups and modes of transport. The City Council is working closely with Transport for West Midlands and local user groups including an Air Quality Alliance and Transport Data Initiative aim to encourage the adoption of emerging technology that will benefit cities and support residents to travel with ease.

## Carriageway Plane and Patch Schemes

Road Name	From	To	Ward
Bennetts Road	Thompsons Road	Fivefield Road	Bablake
Bohun Street (spur)	Various sections		Woodlands
Dalmeny Road	Various sections		Westwood
Diana Drive	Various sections		Henley
Donegal Close	Thomas Sharp Street	End	Westwood
Dovedale Avenue	Various sections		Longford
Drayton Crescent	Whole Length		Woodlands
Elm Tree Avenue	Beech Tree Avenue	Pine Tree Avenue	Westwood
Farber Road	Brade Drive	Athol Road	Henley
Forfield Road	O/S Brooklands Pub	Courtland Avenue	Sherbourne
Forfield Road	Number 29	Kingsbury Road	Sherbourne
Fosseway Road	Various sections		Wainbody
Gielgud Way	Various sections		Henley
Guild Road	Pridmore Road	No 39	Foleshill
Hollyfast Road	Various sections		Bablake/Sherbourne
Hopkins Road	50m one side of carriageway		Sherbourne
Leamington Road	Various sections		Cheylesmore/Earlsdon/Wainbody
Lodge Road	Various sections		Lower Stoke
Olivier Way	Various sections		Henley
Pridmore Road	Various sections		Foleshill
Scots Lane	Various sections		Bablake
Siddeley Avenue	Various sections		Lower Stoke
St Anns Road	Various sections		Lower Stoke
Burnaby Road	Various sections		Holbrook Radford Bablake
Overslade Crescent	Various sections		Bablake
Mapleton Road	Various sections		Bablake
Alfall Road	Various sections		Upper Stoke
Priorsfield Road South	Whole length		Radford
A45	Various sections		Bablake/Whoberley/ Earlsdon/Woodlands/ Wainbody/Cheylesmore

## Carriageway Resurfacing

Road Name	From	To	Ward
A45 Dunchurch Highway outbound	Section over A4114 roundabout	Section over A4114 roundabout	Woodlands
Albany Road	The Railway Bridge	The Butts	St Michaels/Sherbourne
Engleton Road	Whole length		Radford
Hillmorton Road	Whole length		Henley/Longford
Lythalls Lane Phase 1	Foleshill Road	King Georges Avenue	Foleshill

Moseley Avenue	Whole length		Radford/Sherbourne
Siskin Drive	City Boundary	End	Cheylesmore
Torrington Avenue roundabout	Whole length		Westwood
Walsgrave Road	Shakespeare Street	Burns Road	Upper Stoke Lower Stoke
Whitaker Road	Winsford Avenue	Brookside Avenue	Whoberley
Wildcroft Road	Whitaker Road	Lyndale Road	Whoberley
Mile Lane	The Railway Bridge	Puma Way	St Michaels
Standard Avenue	Eastcotes	A45	Westwood
Standard Avenue	Templars Avenue	Westcotes	Westwood

#### Surface Treatment - Carriageway Micro Asphalt

Road Name	From	To	Ward
Dame Agnes Grove	Whole length		Longford
Ferrers Close	Whole length		Woodlands
Frevill Road	Whole length		Longford
Grenville Avenue	Whole length		Upper Stoke
Lavender Avenue	Barker Butts Lane	Max Road	Sherbourne
Newington Close	Whole length		Sherbourne
Poitiers Road	Whole length		Cheylesmore
Rowington Close	Whole length		Sherbourne
Skipton Gardens	Whole length		Upper Stoke
Teneriffe Road	Whole length		Foleshill
Wycliffe Road West	Whole length		Upper stoke
Miles Meadow	Whole length		Longford
Empire Road	Whole length		Woodlands
High Street Keresley	Whole length		Bablake
Victory Road	Whole length		Foleshill

#### Surface Treatment - Carriageway Surface Dressing Schemes

Road Name	From	To	Ward
Elmsdale Avenue	Bedlam Lane	Arbury Avenue	Foleshill
Kingfield Road	Whole length		Foleshill
Lauderdale Avenue	Whole length		Holbrook
Kirkdale Avenue	Whole length		Holbrook
Glaisdale Avenue	Whole length		Holbrook
Lavender Avenue	Max Road	Evenlode Crescent	Sherborne
Princethorpe Way	Whole length		Binley/Willenhall
Round House Road	Whole length		Lower Stoke
Dunster Place	Whole length		Holbrook
Steeplefield Road	Loudon Avenue	Banks Road	Radford
Strathmore Avenue	Gulson Road	Acacia Avenue	St Michaels
The Greenfield	Whole length		Lower Stoke
The Vale	Whole length		Lower Stoke

### Surface Treatment - Carriageway Asphalt Rejuvenation schemes

Road Name	From	To	Ward
Henley Road	Various sections		Longford/Henley
Pickford Way	Various sections		Bablake/Whoberley
A444 Jimmy Hill Way	Various sections		Holbrook/Longford/ Foleshill/Upper Stoke/St Michaels
A45	Various sections		Bablake/Whoberley/ Earlsdon/Woodlands Wainbody/Cheylesmore
Banner Lane	Various sections	To be confirmed	Westwood/Woodlands
Binley Road	Princethorpe Way	Brinklow Road	Binley/Willenhall/Wyken

### Surface Treatment - Carriageway Fibre Enhanced Surface Dressing Schemes

Road Name	From	To	Ward
Alfall Road	Whole length		Upper Stoke
Outermarch Road	Capmartin Road	Owenford Road	Radford
Overslade Crescent (excluding service road)	Mapleton Road	Number 25	Bablake
Mapleton Road	Whole length		Bablake
Burnaby Road	Whole length		Holbrook Radford Bablake

### Footway Improvement Schemes - Reconstruction / Overlay Schemes

Road Name	From	To	Ward
Berkswell Road	Odd Number Side		Longford
Bulls Head Lane	Binley Road	Biggin Hall Crescent	Lower Stoke
Delaware Road	Various sections		Earlsdon
Dewsbury Avenue	School Side		Wainbody/Earlsdon
Dillotford Avenue	Even Side Daventry Road	The Chesils	Cheylesmore/Earlsdon
Finnemore Close	Hexworthy Avenue	End	Wainbody
Grayswood Avenue	Lincroft Crescent	Lincroft Crescent Odd Number Side	Sherbourne
Hipswell Highway	Meredith Road	Omar Road	Lower Stoke/Wyken
Owenford Road	Jubilee Crescent	Blackwatch Road	Radford
Lawley Close	Jobs Lane		Woodlands
Lime Tree Avenue	Lime Grove	Odd Number Side/Part	Westwood
The Scotchill	Keresley Green Road	Sadler Road	Bablake/Radford
Ullswater Road/Windermere Avenue Phase 1	Binley Road	Princethorpe Way	Binley/Willenhall
Watersmeet Road	Dennis Road	Clovelly Road	Upper Stoke
Winsford Avenue	Allesley Old Road	Number 74	Whoberley
Wyken Croft	Ansty Road	Wyken Avenue	Wyken
Yarningale Road	Odd Number Side		Binley/Willenhall

### Footway Improvement Schemes - Slurry Sealing

Road Name	From	To	Ward
Brownshill Court	Whole length		Bablake
Delaware Road	Whole length		Earlsdon
Baginton Road	Fenside Avenue	Watercall Avenue	Earlsdon
Frobisher Road	Whole length		Earlsdon
Arbury Avenue	Whole length		Foleshill
Marshdale Avenue	Whole length		Holbrook
St Michaels Road	Whole length		Lower Stoke
Holyhead Road	From 420	to 300 (even side only)	Sherborne
Butts Road	Albany Road	Riley Sports Bar	St Michaels Sherbourne
Arnside Close (Hillfields Nursery)	Whole length		St Michaels
Raglan Street	Whole length		St Michaels
Stretton Avenue	Whole length		Binley/Willenhall
Wyke Road	Whole length		Upper Stoke
Burns Road	Whole length		Lower Stoke
Maidavale Crescent	Whole length		Earlsdon
The Graylands	Whole length		Wainbody
Kendal Rise	Whole length		Whoberley
Appledore Drive	Whole length		Woodlands

### Highway Structures Schemes

Road Name	Structure	Scope of works	Ward
A4053 Ringway Rudge Junction 7	Rudge / Meadow Street Culvert	Culvert strengthening.	St Michaels/Sherbourne
Farcroft Avenue / Goldthorn Close	Farcroft Culvert / Goldthorn Culvert	Bridge replacement / strengthening.	Woodlands
A4053 Ringway Swanswell	Swanswell Viaduct	Trestle Corbel Assessment, repairs, painting and expansion joint renewal	St Michaels
A4053 Ringway Hill Cross	Hill Cross Flyover	Principal Inspection & Expansion Joint Replacement.	Radford/St Michaels/ Sherbourne
A4053 Ringway Hill Cross	Moat Street Flyover	Principal Inspection & Expansion Joint Replacement.	St Michaels/Sherbourne
A4053 Ringway St Johns	London Road Flyover	Principal Inspection.	St Michaels
A444 Stivichall and Cheylesmore Bypass	Whitley Flyover	Principal Inspection.	Cheylesmore
B4109 White Street Coach Park	White Street Subway	Retaining wall reconstruction.	St Michaels/Sherbourne

## Drainage Schemes

Road Name	Description	Ward
Broadlands Close	Install 2 new gullies and connections	Earlsdon
Beaufort Drive	Install 2 new gullies and connections	Binley and Willenhall
Bulls Head Lane	Install 3 new gullies and connections	Lower Stoke
Lichfield Road	Install 1 new gully and connection	Cheylesmore
Humber Road	1 new manhole, 1 gully and connections	Lower Stoke
Ansty Road	Install 2 footway gullies and connections	Lower Stoke

## Proposed Verge Schemes

Location	Proposed Action
General	Repair and protection
<b>Tier 1 Roads</b>	
Hinckley Road (Eden Road / Parkway to City Boundary M6)	Use of bollards/recycled materials
Holyhead Road (Eastwards from Evenlode Crescent)	Use of bollards/recycled materials
Tamworth Road (Waste Lane to Long Lane)	Hard standing around bus stops
<b>Tier 2 Roads</b>	
Daventry Road	Combination of use of grass grids, bollards and recycled material.
Quinton Road (West Side)	Phase 2 - use of concrete grass grids. (East side of road was completed as Phase 1)
Abbey Road (Odd no's 95 – 189)	Use of concrete grass grids. To be undertaken in phases due to extents

**Note:** All locations subject to investigation and possible delays due to engineering difficulties.

**Safety Schemes**

<b>List of Schemes</b>	<b>Action in 2019/20</b>
Cheveral Avenue whole length/Jubilee Crescent	Traffic calming scheme already designed. Consultation and delivery this year.
Kingfield Road	Combined safety and maintenance scheme to be delivered this year.
Foleshill Road whole length	Holistic approach to improve road safety to be developed this year for Foleshill Rd. Development, design and consultation with implementation scheduled for 2020/21.
Radford Road and Keresley Road	Vehicle Activated Signs and lining changes on roundabouts to be delivered.
Installation of 2 more Average Speed Enforcement Sites	Working with West Midlands Police to identify two roads from five potential sites to be delivered this year.
Old Church Road	Traffic calming features currently being designed with consultation and delivery in 2019/20.
Scheme Development	To identify and develop designs for sites for the 2020/21 safety scheme programme.

**Traffic Management Schemes**

<b>Heading</b>	<b>Description</b>
General low cost action	General low cost traffic management measures such as road markings, traffic signs, bollards and congested related remedial measures
Traffic Counts	Surveys to assess traffic movements speeds and measures
Traffic Regulation Orders	Advertisement and implementation on a quarterly basis of new and amended waiting restrictions
Resident Parking Schemes	Programme of new and amendments to existing resident parking schemes
Mobile Vehicle Activated Sign (VAS) programme	Locations identified with VAS to be deployed to address speed concerns and to collect speed data.
Tile Hill Lane crossing point for students	Investigation into possible options to provide a safer crossing point for students
Hockley Lane phase 2	Scheme to provide refuges for pedestrians crossing Hockley Lane

## Vulnerable Users

Heading	Description
General low cost action	Improvements for the most vulnerable road users such as pedestrians
School gate parking issues	Roll out to all Coventry schools school keep clear zones that can be enforced
Advisory 20mph schemes around schools and school gate parking issues	Roll out to Coventry schools to improve road safety

## UTMC

Heading	Description
Loop detectors	Continue to repair across the signal network damaged loop detectors to enable fault detector reporting to work properly
MESH network	For ongoing investigations and repair of the MESH network
MOVA and SCOOT	Revalidation of MOVA/SCOOT on the road network. Development of strategy writing for the Key Route Network corridors (various sites)
Bedworth Rd/Oban Rd	Upgrade of signal equipment
Binley Rd/Church Lane	Upgrade of signals equipment and pedestrian crossing facilities
General	Various low value works

**Note:** None of the above schemes are in priority order.  
All locations could be subject to change or possible delays due to engineering difficulties

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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 financial and business affairs of any particular person (including the authority holding that information)**

Cabinet

12 March 2019

**Name of Cabinet Member:**

Cabinet Member for City Services – Councillor Hetherton

**Director Approving Submission of the report:**

Deputy Chief Executive (Place)

**Ward(s) affected:**

All

**Title:**

Contract for Materials Recycling Facilities (MRF) and Associated Bulking and Transport.

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**Is this a key decision?**

Yes

The Councils Rules for Contracts state that all procurement for spend over £1million per annum must be approved by Cabinet. The proposed extension to this contract will result in spend in excess of £1million per annum.

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**Executive Summary:**

In line with Coventry City Councils Rules for Contracts, Cabinet are asked to consider the proposal go out to tender for a new MRF (Materials Recycling Facility) and associated Bulking and Transport contract. The current arrangement is in the final year permitted within the existing arrangements.

Under the revised Waste Strategy for England 2007 the Council has a statutory obligation to make collections of the following materials from the kerbside:

- Paper
- Metal
- Plastic
- Glass

This Contract supports the delivery of that statutory obligation.

This Contract was let in 2009 for an initial period of four (4) years with options to extend for up to a maximum of a further six (6) years (ten (10) year total). All options for extension have been exhausted.

The current contract proposed will expire on 6th September 2019, and there are no further provisions to extend beyond that.

The Contract is made up of 2 Lots. Lot 1 is for the provision of a MRF - a specialised facility which receives, separates and prepares recyclable materials for marketing to end-user manufacturers. This lot is currently operated by Biffa Waste Services. Lot 2 is for the provision of bulking and transport of the waste to the MRF and is currently operated by Tom White Waste.

The Lot 1 (MRF) proposed pricing, rebate and risk sharing would be on a similar basis as the current contract, and assuming the same volumes/quantities, will have an impact on the Waste Disposal budget. It is anticipated that Lot 2 may be subject to a small rise in costs associated with fuel and insurance price increases.

**Recommendations:**

Cabinet are asked to:

- (1) Delegate authority to the Deputy Chief Executive (Place) to undertake a tender exercise to let a new MRF contract which consists of both Lot 1 (Material Recycling Facility Treatment) and Lot 2 (associated bulking and transport) for a period of two (2) years with a maximum of a further three (3) years extensions available up to a (five (5) year total) and to negotiate and agree the terms of the contracts.
- (2) Delegate authority to the Deputy Chief Executive (Place) to enter into the contracts.

**List of Appendices included:**

None

**Other useful background papers:**

None

**Other useful documents**

Coventry City Council's Municipal Waste Strategy  
[http://www.coventry.gov.uk/downloads/download/1195/waste\\_strategy](http://www.coventry.gov.uk/downloads/download/1195/waste_strategy)

**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?**

No

**Report title: Extension of Contract for Materials Recycling Facilities (MRF) and Associated Bulking and Transport.**

**1. Context (or background)**

- 1.1 In accordance with the Environmental Protection Act 1990 the Council has a legal obligation to undertake collections of household waste, including the separate collection of waste paper, metal, plastic and glass (The Waste (England and Wales) (Amended) Regulations 2012).
- 1.2 The MRF contract is utilised to dispose of recyclable materials collected at the kerbside by an in-house collection team.
- 1.3 The existing contract was let through a full OJEU procurement exercise in 2009, for an initial period of four (4) years, with possible maximum extensions of a further six (6) years. A two (2) year extension was agreed in 2013, 2015 and again in 2017. There are no further provisions within the existing contract to allow any further extensions.
- 1.4 Since the original contract was let in 2009 the commodities markets for recycle materials (paper, metals, plastics and glass) have changed significantly, with increased volatility in recent years. This has resulted in changes in the payment mechanism for Lot 1 during each extension period.
- 1.5 The sale of commodities has been significantly affected by the global economic downturn, resulting in a drop in value. In addition, new government regulations introduced from the 1st January 2015 require the separate collection of paper, plastic, metal and glass separately unless Technically, Environmentally or Economically Practicable (TEEP) to do so. This has led to a MRF code of practice that applies stricter controls and quality checks, which inevitably has driven up processing costs. These changes mean that Local Authorities are seeing greater risk transfer to them through increased processing fees and capped contracts are no longer available in the market.
- 1.6 At the time of the last contract extension in 2017 the Council engaged in conversation with other local authorities who had recently been out to tender for MRF contracts, who reported little market appetite. An Authority within a 20 miles' radius of Coventry failed to award a contract at this time, which forced them into paying a 'spot' gate fee in excess of £70 per tonne (significantly higher than the City Council's gate fee), an agreement that has continued to today.
- 1.7 Pricing for Lot 1 (MRF) is based on the basket value of commodities (proportionate representation of materials delivered to the MRF) at the current market rate – as taken from [www.letsrecycle.com](http://www.letsrecycle.com) figures. The pricing mechanism was originally based on 3 bandings, which determined the cost or rebate, if any, to the Council.
- 1.8 Market changes and uncertainty in 2015 were reflected in the MRF provider being in a strong position to renegotiate the Contract. Despite this, the average gate fee paid between 2015 and 2018 remained competitive. Conversations with the wider market place at the time of extension and following the restrictions in the Far East commodity market indicated that going out to the market at that stage would not have resulted in a significantly better deal.
- 1.9 Ahead of the need for a new procurement process officers have held discussions with MRF providers at industry days held throughout November and December 2018 which have suggested caution within the industry as a whole in response to closing markets in the Far East, and associated pricing of commodities.

- 1.10 Providers indicated they would be interested in Coventry's materials, on a risk share basis, similar to the arrangements Coventry has with the current provider, Biffa. Industry providers indicated any pricing mechanism would be subject to market fluctuations, with no appetite for a fixed gate fee or ceiling price.
- 1.11 As a whole providers indicated linking commodity values to an industry based index such as [www.letsrecycle.com](http://www.letsrecycle.com), reviewed quarterly, as an accurate way of measuring commodity values.
- 1.12 According to the Waste and Resources Action Programme (WRAP) the median processing gate fee paid by local authorities sent to MRF's increased by 47% in 2017-2018, with processing gate fees in the West Midlands ranging between £56 and £86. The Council's current gate fee is within this range and prices indicated by the market for any short term arrangement was in the region of £90
- 1.13 Market testing has indicated that when the Council goes back out to the market it would need to be more specific around expected tonnages. The existing contract allows for growth which is particularly beneficial to both domestic and commercial service areas who are both anticipating growth in the next 12 months.
- 1.14 Pricing for Lot 2 is based on tonnage banding. Any rise in cost is based upon out of hours scheduled deliveries to reflect the needs of all parties involved, and increased fuel and insurance costs.
- 1.15 Industry providers have indicated that Lots 1 and 2 remaining separate would achieve best value. There would be no restrictions on any supplier bidding for both lots independently if they wished.

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

- 2.1 **Option 1.** Tender for a new contract. From the market testing exercise undertaken through industry days held in November and December 2018, officers believe that it is likely that the City Council will see an increase in the cost of processing its recyclable waste. In addition, the City Council would retain associated risks with fluctuating market commodity values.

However, the City Council retains a legal responsibility to separately collect recyclable waste from households within their municipal boundary, and requires a facility to process this waste stream.

The medium term option for processing recyclable waste in Coventry is being considered with neighbouring authorities. The proposed procurement would support this process whilst ensuring that the City Council has a treatment for recycling waste collected in the City.

- 2.2 **Option 2.** Use of a national framework, let by a Public Buying Organisation – no such framework exists.
- 2.3 **Option 3.** Use of an in-house facility. This option would require significant capital investment and a substantial increase in tonnage throughput in addition to that supplied by Coventry. Delivery of this option requires a more detailed business case to determine a suitable site, capital investment, and tonnage input from other sources. The lead time associated with this option is significant and needs to take into account facility design, construction and commissioning. This option is therefore not recommended as an immediate solution.

2.4 **Option 4.** Extend the existing contract. This is not a possibility as it would be outside of the previous procurement, contract ability and the level of annual spend would make this a significant procurement risk. Furthermore, changes to the service delivery model of the existing supplier means that their appetite for an extension at existing prices is highly unlikely.

2.5 **Option 1** is therefore the recommended option.

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

3.1 No consultation undertaken.

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

4.1 The existing contract expires on 5<sup>th</sup> September 2019. Subject to Cabinet approval and call-in processes, the Council would look to carry out a full OJEU tender for both Lot 1 and Lot 2 in February 2019 through competitive procedure with negotiation to seek best value. Contract award would be in May/June 2019, allowing sufficient time for any transition required to a new provider(s).

4.2 Any future re-tender of this contract would need a reasonable mobilisation period for any new Contactor and therefore, the project team will review this contract in 9-12 months' time to plan provision for post September 2020 and consider options for future contracts.

### **5. Comments from Director of Finance and Corporate Services**

#### **5.1 Financial implications**

This service is funded from the approved domestic waste budget. The Lot 1 (MRF) proposed pricing, rebate and risk sharing is likely to be calculated using the same method as currently used.

The impact of proposed Deposit Return Schemes by the Government will not be known until Summer 2019 at the earliest, but could have an impact on processing fees if materials are stripped from kerbside collections.

Better value may be achieved through Lot 2 (Bulking & Transport) by going out to market. It is anticipated that if a bulking site is located within the boundaries of Coventry there would be little financial impact to the Council.

Both of the above costs will vary with the level of waste collected and recycled, and are based on the current levels.

#### **5.2 Legal implications**

A Full OJEU procurement process will be undertaken in accordance with the Public Contract Regulations 2015 due to the value using the Competitive with Negotiation Procedure.

The Council have a duty as part of the Waste Regulations 2011 to separately collect four types of recyclable material (glass, metal, paper and plastic) and to ensure that collection methods pass Necessity and Practicability (TEEP) tests as well as following requirements regarding the waste hierarchy. The Waste Regulations transpose the Waste Framework Directive into UK law and are enforced in England by the Environment Agency.

## **6. Other implications**

*Any other specific implications*

### **6.1 How will this contribute to achievement of the Council's Plan?**

In accordance with the Environmental Protection Act 1990 the Council has a legal obligation to undertake collections of household waste, including the separate collection of waste paper, metal, plastic and glass (The Waste (England and Wales) (Amended) Regulations 2012).

The Council's Municipal Waste Strategy 2008-2020 outlines the Council's approach to meeting legal obligations and recycling targets set out in the Waste Strategy for England 2007. Namely, 45% of household waste arising to be recycled by 2020.

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

Through Competitive Procedure with Negotiation, officers can best manage the risk associated with commodity market price fluctuations at this time. This procedure is also the most suitable for ensuring that bidders respond to this opportunity as it allows for risk sharing to be discussed.

By not going out to the market at this current time the Council will be in breach of Public Contract Regulations 2015, be at risk of not securing an outlet for the processing of recyclate collected at the kerbside, and could be exposed to spot gate fees (currently in the excess of £90/tonne). The current recyclate market is nervous to changing legislation and markets in the Far East, reflected in higher gate fees / risk of failure to secure a contract.

Having a bulking and transport point within the City under Lot 2 reduces the operational risk of requiring more rounds within the City to deliver the same service, time delays getting to the end destination site, and better utilises resources to run efficient collection rounds.

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

The Waste Strategy for England 2007 stipulates nation targets for recycling, namely, 45% of household waste arising to be recycled by 2020. Failure to secure a MRF contract and outlet for recyclable collected would result in recycling targets not being met.

### **6.4 Equalities / EIA**

No formal equalities impact assessment has been carried out. However, it is not expected that there will not be any disadvantage to any group if the recommendation is approved.

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

The Waste Strategy for England 2007 outlines the Government's ambition to work towards a zero waste economy, in which material resources are reused, recycled or recovered wherever possible and only disposed of as the option of last resort. This means reducing the amount of waste produced and ensuring all material are pushed up the waste hierarchy. The benefits will be realised in a healthier natural environment and reduce the impacts on climate change.

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

None

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<b>Contributors:</b>				
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Sarah Elliott	Head of Fleet and Waste Management	Place	3 <sup>rd</sup> Jan 19	4 <sup>th</sup> Jan 19
Catherine Barclay	Strategic Category Lead for Place and Corporate (Procurement)	People	8 <sup>th</sup> Jan 19	9 <sup>th</sup> Jan 19
Cath Crosby	Lead Accountant Business Partner	Place	3 <sup>rd</sup> Jan 19	4 <sup>th</sup> Jan 19
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<b>Names of approvers for submission:</b> (officers and members)				
Finance: Phil Helm	Finance Manager (Place)	Place	15 <sup>th</sup> Jan 19	16 <sup>th</sup> Jan 19
Legal: Gurbinder Singh Sangha	Corporate & Commercial Lead Lawyer	Place	8 <sup>th</sup> Jan 19	16 <sup>th</sup> Jan 19
Director: Andrew Walster	Director, Streetscene and Regulatory Services	Place	15 <sup>th</sup> Jan 19	15 <sup>th</sup> Jan 19
Martin Yardley	Deputy Chief Executive (Place)	Place	17 <sup>th</sup> Jan	17 <sup>th</sup> Jan
Members: Councillor Heatherton	Cabinet Member for City Services		17 <sup>th</sup> Jan	21 <sup>st</sup> Jan

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Cabinet

12<sup>th</sup> March 2019

**Name of Cabinet Member:**

Cabinet Member for Policy and Leadership – Councillor G Duggins

**Director approving submission of the report:**

Deputy Chief Executive (Place)

**Ward(s) affected:**

N/A

**Title:**

Outstanding Issues

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**Is this a key decision?**

No

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**Executive summary:**

This report is to identify those issues on which further reports have been requested or are outstanding so that Members are aware of them and can monitor their progress.

**Recommendations:**

The Cabinet are recommended to consider the list of outstanding items as set out below, and to ask the Member of the Management Board concerned to explain the current position on those which should have been discharged at this meeting or an earlier meeting.

**List of Appendices included:**

Table of outstanding issues

**Other useful background papers:**

None

**Has it or will it be considered by scrutiny?**

N/A

**Has it, or will it be considered by any other council committee, advisory panel or other body?**

No

**Will this report go to Council?**

No

**Report title:  
Outstanding Issues**

**1. Context (or background)**

- 1.1 In May 2004, the City Council adopted an Outstanding Minutes system, linked to the Forward Plan, to ensure that follow-up reports can be monitored and reported to Members.
- 1.2 The Table appended to the report outlines items where a report back has been requested to a future Cabinet meeting, along with the anticipated date for further consideration of the issue.
- 1.3 Where a request has been made to delay the consideration of the report back, the proposed revised date is identified, along with the reason for the request.

**2. Options considered and recommended proposal**

- 2.1 N/A

**3. Results of consultation undertaken**

- 3.1 N/A

**4. Timetable for implementing this decision**

- 4.1 N/A

**5. Comments from Director of Finance and Corporate Services**

- 5.1 Financial implications

N/A

- 5.2 Legal implications

N/A

**6. Other implications**

- 6.1 How will this contribute to achievement of the council's Plan?**

N/A

- 6.2 How is risk being managed?**

This report will be considered and monitored at each meeting of the Cabinet

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

N/A

- 6.4 Equalities / EIA**

N/A

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

N/A

**6.6 Implications for partner organisations?**

N/A

**Report author(s):**

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Place

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<b>Names of approvers:</b> (officers and Members)				

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## Appendix 1

	<b>Subject</b>	<b>Minute Reference and Date Originally Considered</b>	<b>Date For Further Consideration</b>	<b>Responsible Officer</b>	<b>Proposed Amendment to Date For Consideration</b>	<b>Reason for Request To Delay Submission Of Report</b>
1.	<p><b>Creation of a Public Spaces Protection Order for St Michaels and Surrounding Area – Public Consultation</b></p> <p>Report on the outcome of the public consultation and final proposals in respect of the Order</p>	<p>Minute 111/18</p> <p>12<sup>th</sup> February 2019</p>	To be confirmed	<p>Deputy Chief Executive (Place)</p> <p>Craig Hickin / Liam Nagle</p>		

\* identifies items where a report is on the agenda for your meeting.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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