



### **Time and Date**

2.00 pm on Tuesday, 8th October, 2019

### **Place**

Committee Room 3 - Council House

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### **Public business**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes** (Pages 5 - 24)
  - (a) To agree the minutes from the meeting of Cabinet on 27<sup>th</sup> August 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. **Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (Local Account)** (Pages 25 - 70)

Report of the Deputy Chief Executive (People)
6. **ICT Strategy** (Pages 71 - 90)

Report of the Deputy Chief Executive (People)
7. **Greenspace Strategy April 2019 - March 2024** (Pages 91 - 224)

Report of the Deputy Chief Executive (Place)
8. **UK Battery Industrialisation Centre - Loan from WMCA** (Pages 225 - 232)

Report of the Deputy Chief Executive (Place)
9. **B&M Stores, Ansty Road, Walsgrave, Coventry - Investment Acquisition** (Pages 233 - 240)

Report of the Deputy Chief Executive (Place)

10. **Outstanding Issues**

There are no outstanding issues.

11. **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**

12. **B&M Stores, Ansty Road, Walsgrave, Coventry - Investment Acquisitions**  
(Pages 241 - 248)

Report of the Deputy Chief Executive (Place)

(Listing Officer: A Williams, Tel: 024 7697 1076)

13. **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, 30 September 2019

Note: The person to contact about the agenda and documents for this meeting is Lara Knight / Michelle Salmon, Governance Services, Tel: 024 7697 2642 / 2643, Email: lara.knight@coventry.gov.uk / michelle.salmon@coventry.gov.uk

Membership:

Cabinet Members:

Councillors K Caan, G Duggins (Chair), P Hetherington, A S Khan (Deputy Chair), T Khan, K Maton, J Mutton, M Mutton, J O'Boyle and P Seaman

Non-voting Deputy Cabinet Members:

Councillors P Akhtar, R Ali, B Gittins, G Lloyd 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

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OR if you would like this information in another format or  
language please contact us.

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**Coventry City Council**  
**Minutes of the Meeting of Cabinet held at 2.00 pm on Tuesday, 27 August 2019**

Present:

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

Deputy Cabinet Members Councillor P Akhtar  
Councillor G Lloyd  
Councillor D Welsh

Non-Voting Opposition Members: Councillor G Ridley

Other Members: Councillor R Lakha

Employees (by Directorate):

People G Quinton (Deputy Chief Executive (People)),  
D O'Shaughnessy

Place C Booth, S Elliott, L Gaulton, R Haigh, B Hastie,  
A Hunt, P Jennings, R Moon, J Newman, M Salmon, L  
Shannon, A Walster, S Weir

Apologies: Councillor R Ali  
Councillor A Andrews  
Councillor K Caan  
Councillor B Gittins  
Councillor T Khan

## **Public Business**

### **14. Declarations of Interest**

The Cabinet noted that Councillor P Akhtar had a disclosable pecuniary interest in the matter referred to in minute 21 below headed 'Hackney Carriage and Private Hire Vehicle Emissions'. Although he was a Non-voting Member of Cabinet, he left the room for consideration of this matter.

### **15. Minutes**

The minutes of the meeting on 9<sup>th</sup> July 2019 were agreed and signed as a true record. There were no matters arising.

16. **Exclusion of Press and Public**

**RESOLVED** that the Cabinet agrees to exclude the press and public under Sections 100(A)(4) of the Local Government Act 1972 relating to the following private reports on the grounds that the reports involve the likely disclosure of information defined in Paragraphs of Schedule 12A of the Act as indicated, as they contain information relating to the financial affairs of a particular person (including the authority holding that information) and in all circumstances of the cases, the public interest in maintaining the exemption outweighs the public interest in disclosing the information:

<b>Paragraph(s) of Section 12A of the Act</b>	<b>Minute No.</b>	<b>Report title</b>
<b>3 &amp; 5</b>	<b>27</b>	<b>Coventry Street Lighting PFI Debt Re-Financing</b>
<b>3</b>	<b>28</b>	<b>Proposed Development of a Regional Materials Recycling Facility with Partnering Authorities</b>
<b>3</b>	<b>29</b>	<b>Grant of Lease on Land in Friargate Business District</b>

17. **2019/2020 First Quarter Financial Monitoring Report (to June 2019)**

The Cabinet considered a report of the Deputy Chief Executive (Place), that would also be considered at the meeting of the Audit and Procurement Committee on 2<sup>nd</sup> September 2019, that advised of the forecast outturn position for revenue and capital expenditure and the Council's treasury management activity as at the end of June 2019. The headline revenue forecast for 2019/2020 was for net expenditure to be £0.6m below budget. At the same point in 2018/2019 there was a projected overspend of £2.0m. The headline capital position reported £6.9m of expenditure rescheduled into 2020/2021. Appendices to the report provided: Revenue Position: Detailed Directorate breakdown of forecast outturn position; Capital Programme: Analysis of Budget/Technical Changes; Capital Programme: Estimated Outturn 2019/20; Capital Programme: Analysis of Rescheduling; and Prudential Indicators.

The revenue position reflected overspends in services relate to Looked After Children Placements and Special Education Needs (SEN) Transport with compensating below budgeted expenditure within corporate areas.

The Council's capital spending was projected to be £218.9m and included major scheme expenditure which ranged from investment into the A46 Link Road, Coventry Station Masterplan, Whitley South infrastructure and the National Battery Plant.

A small overspend of £0.1m was being predicted against the Salt Lane Car Park construction nearing completion, this represented less than 1% of the overall

budget approved in January 2017 and was the outcome of additional costs for power and water supply requested by the Contractor.

**RESOLVED that the Cabinet:**

- 1) Approves the Council's revenue monitoring position.**
- 2) Approves the revised capital estimated outturn position for the year of £218.9m incorporating: £3.9m net increase in spending relating to approved/technical changes, £6.9m net rescheduling of expenditure into 2020/21 and a £0.1m net scheme overspend.**
- 3) Approves £0.1m overspend on Salt Lane Car park to be funded from reserves or capital receipts.**

**18. UK City of Culture 2021 Capital Programme - Approval to receive and be accountable body for additional capital funding for the Cultural Capital Investment Fund**

The Cabinet considered a report of the Deputy Chief Executive (Place), that would also be considered at the meeting of the City Council on 3<sup>rd</sup> September 2019, that sought acceptance of a £8.51m grant allocation to support the UK City of Culture 2021 and approval for the City Council to become the Accountable Body for this funding.

On 7th December 2017, Coventry was awarded the title of UK City of Culture 2021. The City Readiness programme was formed to maximise the benefits of being awarded the title, addressing the benefits of aligned investment in areas such as city infrastructure; destination promotion and marketing; cultural capital; skills and sector development.

At the meeting of the City Council on the 4th September 2018 (their minute 45/18 referred) approval was given for the City Readiness Programme. The approval gave delegated authority to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services to identify and bid for grant assistance, where available, that supported the aims of the City of Culture, and included the power to accept the terms and conditions of grant funding and the entering into all necessary legal agreements to secure the grant funding where the level was below the existing Council threshold of £2.5m.

To facilitate the funding received the Cultural Capital Investment Fund had been created to combine all capital funding both internal and external to support and improve the cultural infrastructure. Investment in the city's infrastructure created a legacy and ensured the benefits of UK City of Culture 2021 were felt by future generations.

As a result of actions undertaken, an allocation of £8.51m was announced in the UK Government's Autumn Budget 2018 to support capital funded works to support the UK City of Culture 2021. It was confirmed that the funding would be distributed by Arts Council England to Coventry City Council, subject to their grant management processes and conditions.

This was an opportunity, through culture, to raise the profile of the city to attract new investors and enable significant regeneration. Coventry had the benefit of the title for seven years from announcement, through delivery year to three years legacy and had already realised over £28.5m of media coverage so far.

Coventry had developed a partnership Cultural Strategy 2017-2027 for which City of Culture could be an accelerant, for achieving wellbeing and economic outcomes. The Council already had a £722m capital programme in place from 2019 to 2024 with, clear economic and regenerative goals.

The funding would support capital projects that would create production space and expand and improve event/performance spaces. It would also help restore key historic buildings in the City Centre and ensure that they played an important part in 2021 and, most importantly, continued as a legacy for the City into the future.

The Council had also been successful in securing £2.4m Growth Deal Funding from the August open call led by the CWLEP to support the City's cultural capital infrastructure.

**RESOLVED that the Cabinet recommends that Council:**

- 1) Authorises that the Council accepts the £8.51m grant allocation acting as Accountable Body on behalf Arts Council England to support Capital funding works in 2019/20 and 2020/21 in preparation for Coventry hosting the UK City of Culture 2021.**
- 2) Delegates authority to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services to accept the terms and conditions of the grant, to enter into the necessary legal agreements to secure the grant and add to the Capital Programme as necessary.**
- 3) Authorises that the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services be given delegated authority to approve all elements of capital expenditure associated with Recommendation 1 above.**
- 4) Authorises the £2.4m Growth Deal to be added to the Capital Programme as necessary.**

**19. One Coventry Plan Annual Performance Report 2018-2019**

The Cabinet considered a report of the Deputy Chief Executive (Place) on the annual performance for 2018-2019 in respect of the progress made towards the One Coventry Plan. For each objective, the report set out the trends, actions taken, and performance metrics, to provide an objective assessment of the progress made. Appendices to the report provided a copy of the The Plan and One Coventry Performance Management Framework.

One Coventry was the narrative that described the Council's objectives, key strategies and approaches. It included the Council's vision and priorities; new ways of working; and core areas of activity. The One Coventry Plan set out the vision and priorities for the city: globally connected to promote the growth of a

sustainable Coventry economy; locally committed to improve the quality of life of Coventry residents; working together with partners and residents to deliver priorities with fewer resources. A further Appendix to the report set out the Council's performance management framework which detailed how the Council planned and organised its resources to achieve its vision and priorities.

Of the 75 headline indicators, 42 indicators improved; 10 stayed the same; 15 indicators got worse; 7 indicators couldn't be determined or there was no clear direction of travel; and progress was not available for 1 indicator. This meant that, at the end of the year, 78% of directional indicators had improved or stayed the same. This compared to 71% in 2017/2018 and 75% in 2016/2017. The report also set out how the Council was addressing equality and health inequalities.

Progress had been maintained in the context of continued and sustained reduction in the overall resources available to the Council, with resources from the Local Government Finance Settlement fallen by £113m in the period between 2010/2011 and 2018/2019.

A further Appendix to the report set out the Council's performance management framework which detailed how the Council planned and organised its resources to achieve its vision and priorities.

The report had also been considered by the Scrutiny Co-ordination Committee at their meeting on 17<sup>th</sup> July 2019 (their minute 9/19 referred) and they decided that:

- 1) The Council's performance, as set out in the report, be noted.
- 2) Consideration be given to including information on fly-tipping and street cleansing on a ward by ward basis on the online tool
- 3) Consideration be given to including ethnicity information on the life expectancy no.10 bus route diagram in future annual performance reports
- 4) In relation to Supporting Local businesses, consideration be given to the inclusion of a gender analysis of business leads in future annual performance reports
- 5) The intention to include City of Culture and Climate Change in future annual performance reports be noted
- 6) The Cabinet Member for City Services be requested to consider the concerns raised regarding local hotspots for fly-tipping, in particular when on privately owned land, and the use of cctv
- 7) Further consideration to be given to the issues raised relating to the private rental sector housing including high rents, fuel poverty and the freeing up of student homes for local families, in conjunction with the current work on selective and additional licensing.

Further, the Committee agreed to make recommendations to the Cabinet and these were set out in a Briefing Note attached as an Appendix to the report.

**RESOLVED that the Cabinet:**

- 1) **Approves the recommendations of the Scrutiny Co-ordination Committee, as set out in an Appendix to the report, that the following points are considered for future performance reports:**
  - a) **Consideration be given to including information on fly-tipping and street cleansing on a ward by ward basis on the online tool.**
  - b) **Consideration be given to including ethnicity information on the life expectancy no 10 bus route diagram in future annual performance reports.**
  - c) **In relation to Supporting Local businesses, consideration be given to the inclusion of a gender analysis of business leads in future annual performance reports.**
  - d) **The intention to include City of Culture and Climate Change in future annual performance reports be noted.**
- 2) **Approves the performance report.**

20. **Adoption of Air Quality, Hot Food Takeaways and Sustainable Urban Extension (SUE) Residential Design Guide Supplementary Planning Documents (SPDs)**

The Cabinet considered a report of the Deputy Chief Executive (Place) on the proposed content and adoption of Supplementary Planning Documents (SPD's) in respect of Air Quality, Hot Food Takeaways and Sustainable Urban Extension Residential Design Guide. The SPD's were attached as Appendices to the report.

Following the adoption of the Coventry Local Plan in December 2017, the Council had been developing several Supplementary Planning Documents (SPD's) to provide technical guidance and support to specific policies within the Plan.

The development of SPDs was subject to statutory process including public consultation. The Air Quality and Hot Food Takeaways SPDs summarised within the report were subject to two periods of consultation during August/September 2018 and January/February 2019 and the SUE Residential Guide SPD was subject to two separate periods of consultation, including, August/September 2018 and February/March 2019. These stages, summarised in section 3 of the report, were overseen through the Cabinet Member process. All SPDs had been updated to reflect the results of consultation and were now presented for adoption.

The Air Quality SPD was intended to provide technical guidance and support to Policy EM7 (Air Quality) of the Local Plan. It had been developed in partnership with the Council's Planning, Environmental Protection and Public Health functions and was intended to support ongoing joint working through the planning process. As a result, this would help deliver one of the overall objectives of the Plan which was to help improve the health and wellbeing of Coventry residents and visitors.

The Hot Food Takeaways SPD was intended to provide technical guidance and support to Policy R6 (Restaurants, Bars and Hot Food Takeaways) of the Local Plan. It had been developed in partnership with the Council's Public Health team

and was intended to support ongoing joint working on all matters of health and wellbeing considerations through the planning process.

The Sustainable Urban Extensions (SUE) Residential Design Guide SPD was intended to provide technical guidance and support to the relevant policies of the Local Plan that related directly to the allocated urban extensions at Keresley and Eastern Green. For the avoidance of doubt, this primarily related to Policies DS4 and H2. The Design Guidance could also be applied to other site allocations within Policy H2 and relevant larger developments, particularly those situated within the wider Arden landscape. An indicative masterplan document to support the Keresley SUE was also appended to this SPD to reflect the fragmented land ownerships within the area and facilitate co-ordinated master planning across a range of planning applications.

**RESOLVED that the Cabinet approves the content of the Air Quality SPD, Hot Food Takeaways SPD and the Sustainable Urban Extension Residential Design Guide SPD and agrees their adoption with effect from the 6<sup>th</sup> September 2019.**

## 21. **Hackney Carriage and Private Hire Vehicle Emissions**

The Cabinet considered a report of the Deputy Chief Executive (Place) on the outcome of consultations and the proposed implementation of an emission-based vehicle licensing policy for private hire and hackney carriage vehicles licensed by the City Council. The report also sought approval for the identification and authorisation of suitable alternative proposals for achieving emission levels in existing vehicles.

On the 27th November 2018 the Cabinet considered a report detailing proposals to move away from an age-based vehicle licensing policy to a policy based on vehicle emissions (Minute 80/18 referred). At the meeting authorisation was given to consult with stakeholders on the proposed changes prior to implementation. This report provided detail on the responses received through the consultation.

The proposal aimed to address the environmental impact of private hire and hackney carriage vehicles in the City taking into consideration the actions and timescales highlighted in the Coventry Local Air Quality Action Plan. The Council was obliged to improve local air quality and achieve the required reductions in nitrogen dioxide (NO<sub>2</sub>) and the proposal to stop licensing older, less environmentally efficient private hire and hackney carriage vehicles was considered the best option to reduce NO<sub>2</sub> levels and encourage a more sustainable taxi fleet for the future. Consultees were asked to provide alternative proposals to achieve the required changes, none were received.

The current policy for licensing taxi's specified that no hackney carriage more than 10 years old (from date of registration) or private hire vehicle more than 6 years old (from date of registration) would be licensed. Exceptions were made where the condition of the vehicle was considered to be "exceptional", having regard to the condition of its bodywork and interior, mechanical condition and mileage. Recognizing the negative environmental impact that an ageing taxi fleet had and the need to improve air quality, Coventry City Council consulted with various stakeholders on a proposal to replace the existing age policy with a policy that

concentrated on vehicle emissions rather than age specifically.

A 90-day consultation on phased emission-based requirements and timescales was circulated to all Coventry City Council licensed drivers, vehicle proprietors and operators alongside other key stakeholders, and was available via the council's website for general participation. In total 575 responses were received, the details of which were set out in an Appendix to the report.

**RESOLVED that, having considered the results of the consultation, the Cabinet:**

- 1. Approves the implementation of emission-based vehicle licensing requirements for private hire and hackney carriage vehicles licensed by the Council.**
- 2. Approves the timescales for a phased introduction in emission standards.**
- 3. Delegates authority to the Director of Streetscene and Regulatory Services to identify and authorise suitable alternative proposals for achieving emission levels in existing vehicles.**

## **22. Coventry Street Lighting PFI Debt Re-Financing**

The Cabinet considered a report of the Deputy Chief Executive (Place) that sought approval for refinancing the Council's Street Lighting PFI Contract to deliver lower costs than under the existing contract. Due to the need to achieve financial close before the end of September 2019, Cabinet was being requested to approve delegation to the Director of Finance and Corporate Services, following consultation with the Cabinet Member for Strategic Finance and Resources, to agree the final legal and financial details with an intention to achieve the most favourably beneficial outcome for the Council.

A corresponding private report was also submitted to the meeting setting out the commercially confidential matters of the proposals. (Minute 27 below refers.)

There was a contractual obligation for PFI agreements to be analysed on a regular basis to identify any potential benefits from debt re-financing. However, all parties needed to be in agreement for a re-financing to occur. The opportunity to refinance the PFI at this point reflected current lower interest rates (this project reached financial close when the funding market was still being negatively impacted by the banking crash and as such affected funding terms), changes in the financial markets in recent years and the position of lenders and their preference for continuing to participate in the PFI market or redirect their attention into other financial instruments. These circumstances coincided at this point, providing an opportunity to reduce the cost to the PFI scheme, thereby providing savings to both the PFI provider and the City Council under the contract. Several other local authorities had undertaken debt restructuring of this nature in recent years. The PFI scheme was part funded by government grant. As a consequence, the Department for Transport (DfT) was a key stakeholder and must agree to any refinancing arrangement as must HM Treasury who provided pan Government oversight of all PFI projects.

The Council's financial advisors advised that renegotiation with one or both existing funders was the only realistic option. In this case one of the funders agreed to buy out the other funder's share of the debt and refinance at significantly lower rates, and on other more preferable funding terms. In order to avoid swap breakage costs, the existing interest rate swap agreement would remain in place. On this basis, it was proposed that the existing funder renegotiation option be pursued as the method of re-financing the Council's Street Lighting PFI contract because this presented the best opportunity for the Council to maximise savings under the PFI Contract.

**RESOLVED that the Cabinet:**

- 1) Approves in principle the proposals for re-financing the City Council's Street Lighting Private Finance Initiative debt in line with the financial proposals set out in the private version of the report.**
- 2) Delegates authority to the Director of Finance and Corporate Services, following consultation with the Cabinet Member for Strategic Finance and Resources, to:**
  - a. Agree the final proposal for re-financing on the basis that a financial benefit is provided to the Council over the term of the PFI contract and subject to the Director of Finance and Corporate Services seeking such legal and financial advice as he deems necessary.**
  - b. Negotiate, agree and enter into any and all documents; issue any notices or certificates; and/or take any decisions; that the Director of Finance and Corporate Services deems necessary to document and implement the agreed proposal for re-financing.**

**23. Proposed Development of a Regional Materials Recycling Facility with Partnering Authorities**

The Cabinet considered a report of the Deputy Chief Executive (Place), that would also be considered at the meeting of the City Council on 3<sup>rd</sup> September 2019, on the proposed development of a regional materials recycling facility with partnering authorities. A Site Location Plan was attached as an Appendix to the report.

A corresponding private report was also submitted to the meeting setting out the commercially confidential matters of the proposals. (Minute 28 below refers.)

Coventry City Council currently paid c.£1.6million per year to the private sector for the treatment of recyclable material collected in Coventry (including haulage to the treatment facility in London and any recycle value benefit). This cost had increased substantially over the last five years. Evidence from recent procurement exercises in both Coventry and neighbouring authorities showed that this upward trend of cost was likely to continue with substantial rises as the private sector continued to move the risk of end market prices and legislation more and more to local authorities.

In 2017/2018 a feasibility study was undertaken to consider the technical and economic viability of developing a Material Recycling Facility to serve Coventry City Council (CCC), neighbouring authorities, and commercial businesses across the region. This study indicated a positive business case, subject to more detailed information. During the last 12 months a detailed Business Case was developed to determine the viability of a Materials Recycling Facility, which concluded that a facility with a capacity of 120,000 – 175,000 tonnes would be commercially viable. CCC currently collected c.24,000 tonnes of recyclable waste per annum.

To make the construction of a Materials Recycling Facility financially viable and, in order to share the risks and benefits of this project, a formal agreement has been formed with five other local authorities: Nuneaton and Bedworth Borough Council; North Warwickshire Borough Council; Rugby Borough Council; Solihull Metropolitan Borough Council; and Walsall Council.

The Business Case considered in this report had therefore been developed assuming the recyclable materials from each of these authorities would be committed to the Project, thereby making the facility cost effective, whilst leaving some tonnage head room for commercial growth and the future needs of the Partner Councils, or the addition of more Partner Councils.

To date the costs of producing the business case had been shared by the partners based on the ratio of their likely tonnage inputs. Along with an investment proposal, this report sought authority to further strengthen these arrangements through a second Joint Working Agreement which would cover the work up to financial close, including but not limited to the costs of procurement, advisors, and the submission of a planning application for the construction of a new Material Recycling Facility.

At financial close, the Partner Councils would be required to establish jointly an arms-length company (AssetCo) to enter into contracts and to deliver the recycling solution, funded through loans from the partners councils.

The existing Local Plan had made provision for future waste management facilities in Coventry by allocating the site adjacent to the current Energy from Waste plant on Bar Road. The project described within this report proposed to use c.50% of this site to develop the Material Recycling Facility.

The Business Case considered a number of development and recycle throughput scenarios. The Basecase assumed: a 120,000 tonne per annum plant; only Partner Council recycle input of c.90,000 tonnes per annum, rising to c.120,000 tonnes per annum in year 20 through household growth; £34.45million total capital cost, including £2.85million development costs; Capital loan of c.£31.6million (i.e. £34.45million less £2.85million); non-capital loan of c.£3.369million representing rolled up interest and cash flow funding required by AssetCo; £1million total share acquisition in AssetCo; and of this total £35million, a capital contribution 'share' from CCC of c.£9.7million resulting in a 27.72% ownership of the facility (based on tonnage proportions)

The Basecase provided a treatment cost of c.£44.31 per tonne which equated to c.£1.06million per year (including haulage to the treatment facility in Coventry and

any recycle value benefit), so a direct saving of c.£584,000 per year against Do-Nothing.

Further, the commercial loan provided a net income to treasury management of c.£156,000 per year. In addition, the lease of the land would deliver a further income of c.£100,000 per year to CCC. In total, the Basecase delivered a financial saving of c.£840,000 per year to CCC.

It was prudent to allow some headroom to account for project changes, so the recommendations in the report allowed for a capital contingency of £1m. Against the financial contribution of £10.7million (i.e. £9.7m plus £1m contingency), this still equated to an annual return on investment of 7.8% pa.

Sensitivities had been run through the financial modelling to measure the economic and commercial considerations of additional Partner Councils and 3rd party commercial dry mixed recycle, and the benefit to each Partner Council.

**RESOLVED that, subject to the consideration of the private report on this matter, the Cabinet:**

- 1) Authorises entering into the Joint Working Agreement (2) between the Council and the Partner Councils in order to facilitate the delivery of the Materials Recycling Facility.**
- 2) Delegates authority to the Deputy Chief Executive (Place), following consultation with the Cabinet Member for City Services, to finalise the terms and make such variations as is deemed necessary to the terms of the Joint Working Agreement (2) with the Partner Councils.**
- 3) Approves the Council entering into a lease to AssetCo and to grant delegated authority to the Deputy Chief Executive (Place), in consultation with the City Solicitor, to negotiate and finalise the terms of the lease in order to facilitate the building and the operation of the Materials Recycling Facility Building.**
- 4) Following the completion of the Business Case and Joint Working Agreement (2) by all the Partner Councils, approves the commencement of a competitive procurement process on behalf of the Partner Councils as Lead Authority.**
- 5) Delegates authority to the Deputy Chief Executive (Place), following consultation with the Cabinet Member for City services and the Director of Finance and Corporate Services, to award the contract once the tender process is complete.**
- 6) Approves the use of its powers under Section 12 of Local Government Act 2003 and Section 1 of the Localism Act 2011 to establish AssetCo between the Council and the Partner Councils and to acquire shares in the AssetCo, funded from corporate capital resources**

- 7) **Delegates authority to Approve the Council representation on the AssetCo Board be agreed by the Deputy Chief Executive (Place) and Director of Finance and Corporate Services, following consultation with the Cabinet Member for City services, once the format of the Board is established as part of the final terms of the agreement.**
- 8) **Delegates to the Deputy Chief Executive (Place) the submission a planning application for the development of the Materials Recycling Facility to the Local Planning Authority, subject to the conclusion of the necessary surveys.**
- 9) **Delegates authority to the Deputy Chief Executive (Place) to begin public engagement associated with the proposed submission of the planning application and to undertake all necessary work to prepare the site ready for the clearance and full site investigation.**
- 10) **Cabinet recommends that Council:**
  - a) **Approves the use of its powers under Section 12 of Local Government Act 2003 and Section 1 of the Localism Act 2011 to establish AssetCo between the Council and the Partner Councils and to acquire shares in the AssetCo.**
  - b) **Approves a loan facility to AssetCo on commercial market terms to facilitate the construction and operation of the Materials Recycling Facility.**
  - c) **Approves expenditure under Joint Working Arrangement (2) in respect of the Council's share of development costs up to the point of financial close, to be funded from earmarked reserves.**
  - d) **Delegates authority to the Deputy Chief Executive Place and the Director of Finance and Corporate Services, in consultation with the City Solicitor and the Cabinet Member for City Services, to finalise and agree the detailed terms of the transaction with AssetCo. The authority under this delegation shall also include:**
    - i. **the power to enter into the relevant legal agreements and associated documents necessary to complete the transaction with AssetCo;**
    - ii. **(in relation to the management of the loan facility) the power to negotiate and agree variations to the terms of the loan facility;**
    - iii. **the power for the Council to provide such services as is deemed necessary (e.g. HR and/or Payroll) to AssetCo;**
    - iv. **The power to enter into the Service Level Agreement with AssetCo committing the Councils waste tonnage for 20 years.**
  - e) **Approves the addition to the Councils approved capital programme for the purposes of delivering the Materials Recycling Facility.**

## 24. **Grant of Lease on Land in Friargate Business District**

The Cabinet considered a report of the Deputy Chief Executive (Place), that would also be considered at the meeting of the City Council on 3<sup>rd</sup> September 2019, on proposals to grant a lease on land within the Friargate Business District. Appendices to the report provided a Site Plan and the Masterplan General Arrangement.

A corresponding private report was also submitted to the meeting setting out the commercially confidential matters of the proposals. (Minute 29 below refers.)

The City Council had a long-held ambition to realise the delivery of high-quality new hotels within the City and currently had the option to acquire a site for this purpose within the Friargate Business District. There was now an opportunity to secure the delivery of a four star 'Hotel Indigo' for the city, to be open and operational in the early part of 2021.

Given the unproven market for higher end hotels within Coventry city centre (there had been no hotel of a four-star equivalent for approximately 50 years) and the cost of delivering such a hotel within such an early phase of Friargate, a development of this quality required the support of the Council through:

- a contribution to the delivery of public realm and the provision of utilities infrastructure in the surrounding area to the site
- a disposal of the land at a value that may be less than the prevailing market value of that site
- the making available of up to 50 car parking spaces (which will be the subject of a separate lease).

**RESOLVED that the Cabinet:**

- 1) Approves capital expenditure (subject to the satisfaction of the conditions precedent (contractual protection) contained within the option agreement dated 15<sup>th</sup> January 2019 between the Council and Friargate JV Project Limited, as outlined in para 1.2 of the report), to fund the acquisition of the site shown edged red on the Site Plan appended to the report, by way of the entering into of a 250 year lease the sum of which is identified in the private element of this report.**
- 2) Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to finalise the terms of the leasehold acquisition between the Council and Friargate JV Project Limited to ensure that this transaction will be entered into in the most efficient manner.**
- 3) Authorises the grant of a new lease for the unexpired term of the headlease to be acquired under recommendation 1) above (less seven days) to a special purpose vehicle to be formed by Wylam Investments Limited for the site shown edged in red on the Site Plan attached as an appendix to the report, for the development of a hotel in accordance with the terms of this report.**

- 4) Approves the draft Heads of Terms for the grant of the underlease as set out in the private element of this report.
- 5) Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to undertake the necessary due diligence, make any subsequent variation to the Heads of Terms, and to complete the necessary legal documentation required to enter into the new lease arrangements.
- 6) Approves capital expenditure of up to £1m from existing resources within the Public Realm Programme associated with City of Culture readiness, to be used for the purposes of delivering a public realm scheme in and around the hotel site.
- 7) Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to agree the final public realm cost, specification and necessary legal documentation required for delivery.
- 8) Approves capital expenditure of up to £0.685m from existing resources within the capital programme to be used for the purposes of providing the necessary utilities and servicing infrastructure in the surrounding area to the site, as well as up to the boundary of the site, in order to enable the delivery of the hotel.
- 9) Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to agree the final services and utilities cost, specification and necessary legal documentation required for delivery.
- 10) Approves, following practical completion of the infrastructure, the proposed grant of a lease for up to 50 car parking spaces at the rail station multi-story car park, the details of which are set out in the private report.
- 11) Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to undertake the necessary due diligence and to complete the necessary legal documentation required to enter into the new car park lease arrangements.
- 12) Cabinet recommends that Council approves the necessary adjustment to the Capital programme to reflect the capital expenditure incurred in the acquisition of the leasehold interests within the Friargate Business District.

## 25. Outstanding Issues

There were no outstanding issues.

26. **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.

27. **Coventry Street Lighting PFI Debt Re-Financing**

Further to Minute 22 above, the Cabinet considered a private report of the Deputy Chief Executive (Place), setting out the commercially confidential matters relating to refinancing the Council's Street Lighting PFI Contract to deliver lower costs than under the existing contract.

**RESOLVED that the Cabinet:**

- 1) **Approves in principle the proposals for re-financing the City Council's Street Lighting Private Finance Initiative debt, in line with the financial proposals set out in the report.**
- 2) **Delegates authority to the Director of Finance and Corporate Services, following consultation with the Cabinet Member for Strategic Finance and Resources, to:**
  - a) **Agree the final proposal for re-financing on the basis that a financial benefit is provided to the Council over the term of the PFI contract and subject to the Director of Finance and Corporate Services seeking such legal and financial advice as he deems necessary.**
  - b) **Negotiate, agree and enter into any and all documents; issue any notices or certificates; and/or take any decisions; that the Director of Finance and Corporate Services deems necessary to document; and implement the agreed proposal for re-financing.**

28. **Proposed Development of a Regional Materials Recycling Facility with Partnering Authorities**

Further to Minute 23 above, the Cabinet considered a private report of the Deputy Chief Executive (Place), setting out the commercially confidential matters relating to the proposed development of a regional materials recycling facility with partnering authorities.

**RESOLVED that the Cabinet:**

- 1) **Authorises entering into the Joint Working Agreement (2) between the Council and the Partner Councils in order to facilitate the delivery of the Materials Recycling Facility.**
- 2) **Delegates authority to the Deputy Chief Executive (Place), following consultation with the Cabinet Member for City Services, to finalise the terms and make such variations as is deemed necessary to the terms of the Joint Working Agreement (2) with the Partner Councils.**

- 3) Approves the Council entering into a lease to AssetCo and to grant delegated authority to the Deputy Chief Executive (Place), in consultation with the City Solicitor, to negotiate and finalise the terms of the lease in order to facilitate the building and the operation of the Materials Recycling Facility Building.
- 4) Following the completion of the Business Case and Joint Working Agreement (2) by all the Partner Councils, approve the commencement of a competitive procurement process on behalf of the Partner Councils as Lead Authority for an estimated contract value in the sum now indicated to which the Council will be contributing the sum specified.
- 5) Delegates authority to the Deputy Chief Executive (Place), following consultation with the Cabinet Member for City services and the Director of Finance and Corporate Services, to award the contract for the sum now indicated once the tender process is complete.
- 6) Approves the use of its powers under Section 12 of Local Government Act 2003 and Section 1 of the Localism Act 2011 to establish AssetCo between the Council and the Partner Councils and to acquire shares in the AssetCo for the value of the sum now indicated, funded from corporate capital resources.
- 7) Delegates authority to Approve the Council representation on the AssetCo Board be agreed by the Deputy Chief Executive (Place) and Director of Finance and Corporate Services, following consultation with the Cabinet Member for City services, once the format of the Board is established as part of the final terms of the agreement.
- 8) Delegates to the Deputy Chief Executive (Place) the submission of a planning application for the development of the Materials Recycling Facility to the Local Planning Authority, subject to the conclusion of the necessary surveys.
- 9) Delegate authority to the Deputy Chief Executive (Place) to begin public engagement associated with the proposed submission of the planning application and to undertake all necessary work to prepare the site ready for the clearance and full site investigation.
- 10) The Cabinet recommends that Council:
  - a) Approve the use of its powers under Section 12 of Local Government Act 2003 and Section 1 of the Localism Act 2011 to establish AssetCo between the Council and the Partner Councils and to acquire shares in the AssetCo for the value of up to £277,000.
  - b) Approve a loan facility to AssetCo on commercial market terms up to the value of the sum now indicated to facilitate the construction and operation of the Materials Recycling Facility.

- c) **Approve expenditure under Joint Working Arrangement (2) of the sum now indicated in respect of the Council's share of development costs up to the point of financial close, to be funded from earmarked reserves.**
- d) **Delegate authority to the Deputy Chief Executive Place and the Director of Finance and Corporate Services, following consultation with the City Solicitor and the Cabinet Member for City Services, to finalise and agree the detailed terms of the transaction with AssetCo. The authority under this delegation shall also include:**
  - i. **the power to enter into the relevant legal agreements and associated documents necessary to complete the transaction with AssetCo;**
  - ii. **(in relation to the management of the loan facility) the power to negotiate and agree variations to the terms of the loan facility;**
  - iii. **the power for the Council to provide such services as is deemed necessary (e.g. HR and/or Payroll) to AssetCo;**
  - iv. **the power to enter into the Service Level Agreement with AssetCo committing the Councils waste tonnage for 20 years.**
- e) **Approve the addition of the sum now indicated to the Councils approved capital programme for the purposes of delivering the Materials Recycling Facility.**

**29. Grant of Lease on Land in Friargate Business District**

Further to Minute 24 above, the Cabinet considered a private report of the Deputy Chief Executive (Place), setting out the commercially confidential matters relating to proposals to grant a lease on land within the Friargate Business District.

**RESOLVED that the Cabinet:**

- 1) **Approves capital expenditure, subject to the satisfaction of the conditions precedent (contractual protection) contained within the option agreement dated 15th January 2019 between the Council and Friargate JV Project Limited, as outlined in para 1.2, to fund the acquisition of the site shown edged red on the Site Plan appended to the report, by way of the entering into of a 250 year lease in return for a premium payment in the sum now indicated (plus acquisition fees and Stamp Duty Land tax).**
- 2) **Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to finalise the terms of the leasehold acquisition between the Council and Friargate JV Project Limited to ensure that this transaction will be entered into in the most efficient manner.**
- 3) **Authorises the grant of a new lease for the unexpired term of the headlease to be acquired under recommendation 1) above (less seven days) to a special purpose vehicle to be formed by Wylam Investments**

Limited for the site shown edged in red on the Site Plan appended to the report for the development of a hotel in accordance with the terms of this report.

- 4) Approves the draft Heads of Terms for the grant of the underlease as set out in the Proposed Heads of Terms appended to the report.
- 5) Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to undertake the necessary due diligence, make any subsequent variation to the Heads of Terms, and to complete the necessary legal documentation required to enter into the new lease arrangements.
- 6) Approves capital expenditure of up to £1m from existing resources within the Public Realm Programme associated with City of Culture readiness, to be used for the purposes of delivering a public realm scheme in and around the hotel site.
- 7) Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to agree the final public realm cost, specification and necessary legal documentation required for delivery.
- 8) Approves capital expenditure of up to £0.685m from existing resources within the capital programme to be used for the purposes of providing the necessary utilities and servicing infrastructure in the surrounding area to the site as well as up to the boundary of the site in order to enable the delivery of the hotel.
- 9) Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to agree the final services and utilities cost, specification and necessary legal documentation required for delivery.
- 10) Approves (following practical completion of the infrastructure) the proposed grant of a lease for up to 50 car parking spaces at the rail station multi-story car park on the terms now indicated.
- 11) Delegates authority to the City Solicitor, following consultation with the Finance Manager (Corporate Finance) and the Cabinet Member for Jobs and Regeneration, to undertake the necessary due diligence and to complete the necessary legal documentation required to enter into the new car park lease arrangements.
- 12) Cabinet recommends that Council approves the necessary adjustment to the Capital programme to reflect the capital expenditure incurred in the acquisition of the leasehold interests within the Friargate Business District.

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

There were no other items of private business.

(Meeting closed at 3.00 pm)

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## Public report Cabinet Report

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Health and Social Care Scrutiny Board (5)  
Cabinet

11 September 2019  
8 October 2019

**Name of Cabinet Member:**

Cabinet Member for Adult Services – Councillor M. Mutton

**Director Approving Submission of the Report:**

Deputy Chief Executive (People)

**Ward(s) affected:**

All

**Title:**

Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (Local Account)

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**Is this a key decision?**

No.

This is a report of performance for 2018/19 and no recommendations are made that have significant financial or service implications.

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**Executive Summary:**

The Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (also referred to as Local Account) describes the performance of Adult Social Care and the progress made against the priorities for the year. It also provides specific examples of the operational activities to support service users and carers. As with the report for 2017/18 it is aligned around the Adult Social Care values and principles as a mechanism of demonstrating the actions we are taking to put what we sign up to strategically into practice.

Although there is not a statutory requirement to produce an annual report, it is considered good practice as it provides an opportunity to be open and transparent about the successes and challenges facing Adult Social Care and to show what is being done to improve outcomes for those that come into contact with our services. The production of an annual report is part of the Local Government Associations (LGA) approach to Sector Led Improvement. This approach was launched following the removal of national targets and assessments for Adult Social Care.

The production of the 2018/19 report has drawn on the pool of feedback and information that was gathered over the year from a range of sources including social care staff, Partnership Boards, Adult Social Care Stakeholder Reference Group, providers, partner organisations and people that have been in contact with Adult Social Care along with their families and carers.

The Local Account also looks forward to 2019/20 and includes summary details regarding key areas for improvement. These are improvements the service intends to progress in order to

further improve service delivery and cost efficiencies. Although the improvements will deliver a contribution towards overall corporate budget savings targets this is not the main driver for change. The priority is to improve care and support services for adults and in doing so to create a stable provider market for the city, within the context of ongoing uncertainty for the future funding of adult social care.

**Recommendations:**

1. Health and Social Care Scrutiny Board (5) is asked to:
  - (i) Consider the report and submit any comments to Cabinet for their consideration on the content of the report
2. Cabinet is asked to:
  - (i) Consider comments from the Health and Social Care Scrutiny Board (5)
  - (ii) Approve the Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (Local Account)

**List of Appendices included:**

Appendix One - Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (Local Account)

**Background papers:**

None

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

Yes – Health and Social Care Scrutiny Board (5) on 11 September 2019.

**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: Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (Local Account)**

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

- 1.1. The Local Government Association (LGA) launched its approach to Sector Led Improvement in 2011. This approach was introduced following the removal of national targets and assessments and with the aim of driving improvement through self-regulation, improvement and innovation. As part of this approach to Sector Led Improvement the expectation is that an Annual Report is produced by all local authorities with Adult Social Care responsibilities. The production of an Annual Report is not a statutory requirement, nor has any statutory guidance been issued on its content or style.
- 1.2. The Annual Report describes the performance and achievements along with considering the challenges for Adult Social Care in Coventry. It is intended to provide assurance to stakeholders that Adult Social Care is delivering its objectives and is achieving positive outcomes for people in Coventry within the resources available.
- 1.3. In producing the report, it is important that the Council understands whether the support offered to people is making a difference. The focus of Adult Social Care is to provide personal and practical support to help people live their lives by promoting their independence and wellbeing. The Annual Report is structured around the ten themes that contribute to the Adult Social Care vision and provides commentary on what has been done to make progress against each of these themes.
- 1.4. The content of the Annual Report is informed by feedback on the experiences of people who come into contact with Adult Social Care, this feedback may be given in person, through groups or in response to surveys. A number of more specific case studies and direct quotes have been used to demonstrate the impact that Adult Social Care has on individuals and their families. Those who have commented on previous reports have consistently stated that case studies are an important aspect of the report, as they help to demonstrate outcomes for individuals and the difference it has made to their lives.
- 1.5. The Annual Report also identifies the key challenges for Adult Social Care and the key areas of activity that are being progressed. Although an annual report is produced it needs to be recognised that the work of Adult Social Care and improvement priorities do not fit neatly within a twelve-month period and delivery of the Adult Social Care vision through promoting independence and providing personalised care and support is very much an ongoing endeavour.
- 1.6. It also needs to be recognised that although this is an Adult Social Care report the successful delivery of Adult Social Care is increasingly intertwined with health services, and, as we progress, how support is brought together across health and adult social care to deliver positive outcomes will be an increasing focus.
- 1.7. Some of the key challenges we are addressing include:
  - Increasing demand for services resulting from an ageing population. Based on current forecasts in the next decade, by 2029, the city should expect to have an additional 8,900 people aged over 65 and an additional 2,000 people aged over 85. This group of people are more likely to live with multiple health conditions that require support.

- Increasing costs of care because of external factors including National Living Wage, increases to employer pension contributions and the increased complexity of the care and support needs that people are experiencing.

1.8. Taking action to address these challenges is a key focus within Adult Social Care and a set of activities are in place to make progress against this as well as achieving further service and cost improvements. Therefore, as well as a summary of 2018/19 performance the Local Account includes summary details regarding key areas of improvement for 2019/20 which has four key themes:

- Deploying strength based social care approaches as our standard practice
- Ensure our promoting independence approach is applied for all people who come into contact with Adult Social Care where this may be beneficial
- Improve service productivity by focussing on improving our self-service offer so people can play a greater role in managing their own care and support needs
- Ensure our delivery models are as effective as possible which includes making better use of what is available within communities to support people

Examples of the projects being undertaken include;

- **Improving our approach to promoting independence.**  
We have an established commitment to promoting people's level of independence. Our success has, so far, largely been in relation to older adults but we have now extended the principle of the approach to support adults with physical disability and used the principles to develop a bespoke service for adults with learning disability. The principles are consistent, but our delivery models vary to meet specific and different needs of the individuals requiring support. We are now developing this delivery model to support adults with enduring mental illness in a similar manner, and to those in receipt of ongoing-term services (which are often geared to providing maintenance and not improvement). To date our approach has shown that after receiving support, many people don't need any further help or assistance at lower levels, so they can carry on living independently in their own homes for longer periods of time.
- **Improving the experience at adult social care initial contact**  
We have prototyped a new approach for responding to new referrals for help and support. This incorporated occupational therapy assistants discussing people's circumstances over the phone when they first contact us and looking at ways of maintaining and promoting independence. This might include the allocation of equipment, connecting people with community led third sector services or referrals into a Promoting Independence service. A sample of people who experienced the service during the prototype were contacted four weeks later to understand their experience of the service and to establish whether the support and advice provided enabled them to maintain independence. Most people contacted said they felt the support they received was helpful and being contacted quickly had made a difference and we are looking to mainstream this way of working. Post prototype we are now working on making this improved approach part of our normal way of operating.

## 2. Options considered and recommended proposal

- 2.1. An Annual Report provides the opportunity to evidence and communicate Adult Social Care's performance in an accessible and transparent way as part of an overall approach to Sector

Led Improvement. It is therefore recommended that the Annual Report for 2018/19 is approved by the Cabinet.

### **3. Results of Consultation undertaken**

- 3.1. Although the Annual Report for 2018/19 was not subject to specific consultation, the content has been drawn from feedback gathered from people who come into contact with Adult Social Care together with comments from other partner organisations and stakeholders in the City.

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

- 4.1. Once approved, the Annual Report will be published on the Council's internet pages and shared with partners and stakeholders. A limited number of printed copies will also be produced.

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

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

Whilst there are no direct financial implications arising from the production of the report, the performance of Adult Social Care continues to be impacted by changes to Council resources and national legislation changes.

The report highlights the £85.9m Adult Social Care Spend in 2018/19 compared to £81.8m in 2017/18 (5.0% increase), which has largely been driven by the increased costs associated with National Living Wage and increases in complexity of packages of care. This increase was resourced from the additional Council investment in Adult Social Care in the 2016 Budget report (partly funded through the Adult Social Care precept) as well as the extra resources identified in the Governments Spring Budget 2017.

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

There are no direct legal implications arising from the publication of the Annual Report.

The publication of the report is in accordance with the 2011 Department of Health recommendation that all local authorities' Adult Social Care directorates publish an Annual Report. This shows how the local authority performed against quality standards, and what plans have been agreed with local people for the future.

### **6. Other Implications**

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

This Annual Report demonstrates the progress of Adult Social Care in maintaining and improving outcomes for the population of Coventry. This progress contributes to the Council's objectives of citizens living longer, healthier, independent lives and contributes to the priorities in the Council Plan to protect the city's most vulnerable people.

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

A range of risks are presented in the delivery of Adult Social Care services which are managed through the directorate and corporate risk registers.

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

There is no direct impact on the organisation.

**6.4. Equality and Consultation Analysis (ECA)**

An Equalities Impact Assessment is not appropriate for this report. Equality Impact Assessments have been built into the development and delivery of work within Adult Social Care. There has been a continued drive to embed equality and diversity within operational practice, commissioning plans and performance monitoring.

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

None

**6.6. Implications for partner organisations?**

There are no direct impacts for partner organisations. The Annual Report provides an overview of Adult Social Care's performance and provides assurance to partners that progress in being made.

**Report author(s):**

**Name and job title:**

Andrew Errington, Adults Principal Social Worker

**Directorate:**

People

**Tel and email contact:**

Andrew Errington on (024 7683) 1542 or [andrew.errington@coventry.gov.uk](mailto:andrew.errington@coventry.gov.uk)

Enquiries should be directed to the above people.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Andrew Errington	Adults Principal Social Worker	People	06.08.19	07.08.19
Pete Fahy	Director of Adult Services	People	06.08.19	07.08.19
Timothy Etherton	Programme Support Officer	People	06.08.19	06.08.19
Lara Knight	Governance Services Co-ordinator	Place	09.08.19	09.08.19
Ian Bowering	Head of Social Work (Prevention and Health)	People	09.08.19	21.08.19
Sally Caren	Head of Social Work-Mental Health and Sustainability	People	09.08.19	27.08.19

Marc Greenwood	Head of Business Systems	People	09.08.19	20.08.19
Jon Reading	Head of Commissioning and Provision	People	09.08.19	20.08.19
<b>Names of approvers for submission:</b> (Officers and Members)				
Barry Hastie	Director of Finance and Corporate Resources	Place	09.08.19	19.08.19
Janice White	Team Leader, Legal Services	Place	09.09.19	12.08.19
Gail Quinton	Deputy Chief Executive	People	23.08.19	23.08.19
Councillor M. Mutton	Cabinet Member (Adult Services)		30.08.19	30.08.19

This report is published on the Council's website:

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

### **Appendices**

Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (Local Account)

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# Adult Social Care

Annual Report and Key Areas of Improvement 2018/19 (Local Account)



24 Hours in the Life of Adult Social Care

People's Stories

Our Key Achievements



# Contents

What is the Local Account? .....	1
Foreword .....	2
Introduction to Adult Social Care .....	3
Adult Social Care Vision .....	4
24 Hours in the Life of .....	5
Adult Social Care	
Setting the Scene - Adult Social .....	6
Care in a Changing Landscape	
Key Achievements - Based on .....	10
the Adult Social Care Vision and our Priorities for 2018/19	
Adults and carers at the heart of .....	10
everything we do	
High quality, person centred and .....	13
effective support	
Reflective and responsive to change .....	15
Outcome driven and meaningful .....	17
Support around people and .....	19
their families	
Effective enablement, prevention.....	20
and wellbeing	
Mature partnerships .....	22
Committed workforce .....	23
Innovative.....	25
High performing .....	27
Performance Matters.....	29
Celebrating Our Own Strengths - .....	31
Awards and Good News	
What's Next? - Key Areas of .....	34
Improvement for Adult Social Care 2019/20	
Glossary .....	35
Useful Contacts .....	36

## What is the Local Account?

Every year Coventry City Council produces a report which tells people what the Adult Social Care service is doing to help improve the lives of vulnerable people and how well as a service it is performing and looking to improve. This report is usually referred to as the 'Local Account' but is also referred to as the 'Annual Report' for Adult Social Care.

We hope you find this account interesting and that it provides you with an insight into Adult Social Care in Coventry and the work that is being done to support improvements.





**Pete Fahy** -  
Director of Adult Services

The production of this report remains an important part of the annual cycle of Adult Social Care. It provides an opportunity for honest reflection on the achievements and challenges we face in delivering Adult Social Care within the city.

In producing this Annual Report we have deliberately focussed on what we have done and are doing to improve further and address some of the challenges we face.

As well as an overview of performance and resources the report draws on a number of specific case studies and examples of both people supported and the people and teams that provide this support. The report does this in order to provide a reminder that beyond the headline grabbing challenges of limited funding and growing demand there remains a significant number of people, all with individual stories that we support and help make a significant difference to their lives. Although this report only highlights a small proportion of these it does hopefully help bring to life the essential contribution of Adult Social Care to the people it supports. Although these examples will never reach the headlines it is important that they are not lost.

I hope you find this Annual Report informative and as always, myself and my team are happy for any feedback.



**Councillor Mal Mutton** -  
Cabinet Member for Adult Services

I am pleased to introduce this Annual Report for Adult Social Care. I've recently taken up the position of Cabinet Member for Adult Services.

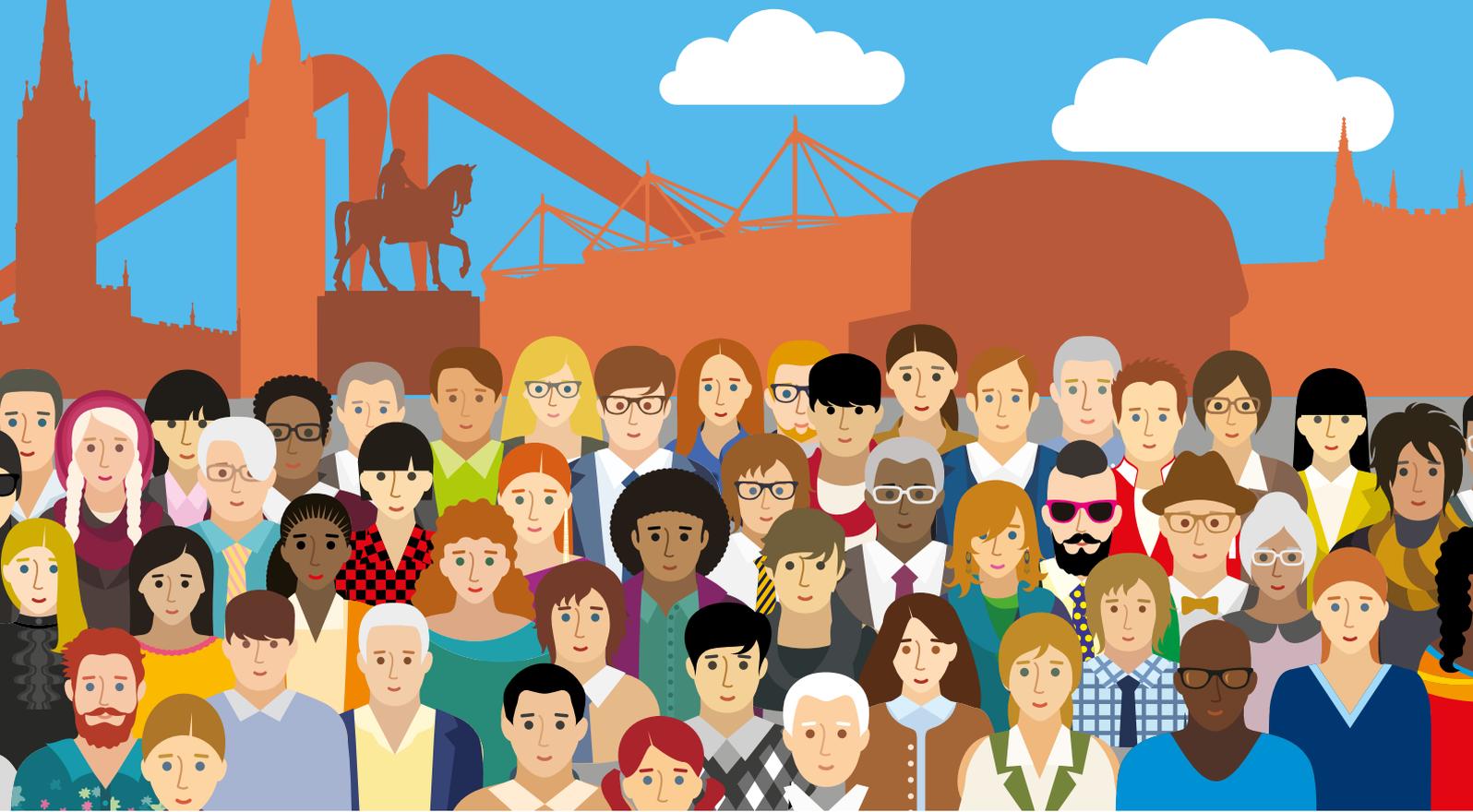
With any one of us at any point in our lives potentially requiring some form of support, it clearly is an important issue for everyone.

This report reflects the work of Adult Social Care over the last year and has been written so that local residents, people with care and support needs and carers can understand more about the support provided to adults and carers in Coventry.

This year we're incredibly grateful to those who have shared their own stories of Adult Social Care, staff who have shared their experiences and services that have demonstrated what they do. It's really helped to bring the report to life. We've also highlighted how we have spent our budget, and what you have said about the services and advice we provide. We have set out our future plans for improvement and you will see that there is a lot of great work going on.

This report includes some incredibly positive stories, but we continue to face financial pressures and have seen an increasing complexity in people's needs. We continue to work hard to find new and innovative ways to enable people to get the right support that meets their needs. One of our key objectives is to look at things from a different perspective, recognising and growing the immense strength and assets of Coventry residents and communities.

Please do get in touch if you would like to provide feedback on the Annual Report by emailing [abpd@coventry.gov.uk](mailto:abpd@coventry.gov.uk).



# Introduction to Adult Social Care

Adult Social Care is part of the People Directorate within Coventry City Council. The People Directorate's vision is 'working in partnership to improve the life chances of all and protect the most vulnerable'.

In 2016 we established a simple vision and strategy which underpins the principles of Adult Social Care, and we continue to work in support of this. This describes what we are trying to achieve, our purpose and our approach.

In a simple sense all our work, at whatever level should continue to support the strategy of: 'Providing support, in the least intrusive manner possible, based on the assets, resources and abilities that are available to people'.

In the second half of 2018 Professor John Bolton visited a number of local authorities one of which was Coventry, to explore new

developments in Adult Social Care. The outcome of this work was a report by the Institute of Public Care (part of Oxford Brookes University) which commented positively on our approach in the [report](#) and has drawn interest in our work from a number of other local authorities looking to learn from what we do.

The work of Adult Social Care continues to be supported by our Stakeholder Group, which meets regularly to discuss any updates and influence the improvements of the service. The group is made up of Coventry residents who are experienced in how services work. To find out more about getting involved you can access the link [here](#).

# Adult Social Care Vision

Adult Social Care supports people aged 18 and over who have care and support needs as a result of a disability or an illness. Support is also provided to carers who spend time providing necessary care to someone else. We continue to work in accordance with our primary legislation the Care Act (2014) and the required changes to practice and policy set out by the Act. The Act required improvements when people first make contact with us and how we work with people and plan their support.

The delivery of Adult Social Care in Coventry, as embodied in our vision, is that we focus on approaches that promote, wellbeing and independence to prevent, reduce or delay the need for long term support and to enable people to achieve their outcomes. In performance terms this means that we would expect to see a relatively smaller number of people in receipt of ongoing social care, and where ongoing social care is required that this is mainly provided in people's own homes. We would also expect that the short-term services we have in place to enable people to be independent are successful in reducing demand for ongoing Adult Social Care.

## Adult Social Care Vision

To enable people in most need to live independent and fulfilled lives with stronger networks and personalised support.

Strategy: Provide support, in the least intrusive manner possible, based on the assets, resources and abilities that are available to people.



**Adults and carers at the heart of everything we do:** People we work with are involved as equal partners in planning and decision-making.



**High quality, person centred and effective support:** We deliver high quality, person centred effective care and support to service users, their carers and families. Empowering people with the right support, at the right time in the right way using the resources that are available to them.



**Reflective and responsive to change:** The support we provide reflects and responds to the changing needs of Coventry's diverse population of adults and older people.



**Outcome driven and meaningful:** Support is outcome driven and we are clear about the impact we are having on the people we support.



**Support around people and their families:** People are supported to live at home wherever possible. When people cannot live at home they will be supported to live in the most appropriate and least intrusive alternate setting.



**Effective enablement and prevention and wellbeing:** We provide support to people in cost effective ways, to enable them to reach or regain their maximum potential so that they can do as much as possible for themselves.



**Mature partnerships:** Our partnerships are mature, trusting and effective at both a strategic and operational level. In all our work with partners, the focus remains on the people that need our support.



**Committed workforce:** Our workforce is stable, skilled, motivated and committed to delivering excellent services. They feel supported to make decisions, assess and manage risk and work with people to achieve their outcomes.



**Innovative:** We will develop new ways of supporting people and use innovation as a key way to deliver good outcomes for people and manage our resources.



**High performing:** The outcomes we achieve for adults and older people compare favourably with similar local authorities. We make an active contribution to the delivery of the Council Plan.

# 24 Hours in the Life of Adult Social Care

**Adult Social Care works 24/7**

With a budget of nearly **£86million**, our Adult Social Care services work with many organisations, providing advice and support to our residents



**Emergency Duty Team**  
- From 5pm onwards our emergency duty team help people who might require urgent support during the evening and night.



**Mobile Night Carers** - From 10pm onwards the Mobile Night Carers service supports people who need help and assistance during the night.



**Assistive Technology**  
- We provide a wide range of assistive technology to help people be as independent as possible both day and night.

**Self-Online Assessment** - Our online-assessment can be completed at any time of the day and suits people that might have busy lives.



**Adult Social Care Direct** - Our Adult Social Care contact team opens at 9am, they provide information and advice and are the first point of contact.

**Home Visit** - Our home support providers help people to maintain their independence in their own homes.



**Jenner8** - Our Jenner8 project supports adults with learning disabilities to access the community.

**Shared Lives** - Our Shared Lives Service supports people 24/7 by providing support in a family setting.



# Setting the Scene - Adult Social Care in a Changing Landscape

The demand for Adult Social Care rises every year as people live longer and there are more people living longer with more complex needs.

The illustrations on this page give you an indication of the challenges we face:

**Budget - Money Matters**

**Activity - Facts & Figures**

**Demographic - Drivers of Demand**

**Our Workforce**

The Council is a large organisation spending a net £233.4m on revenue activity during 2018/19. The gross Adult Social Care spend in 2018/19 minus citizens' contributions was £85.9m as shown below.

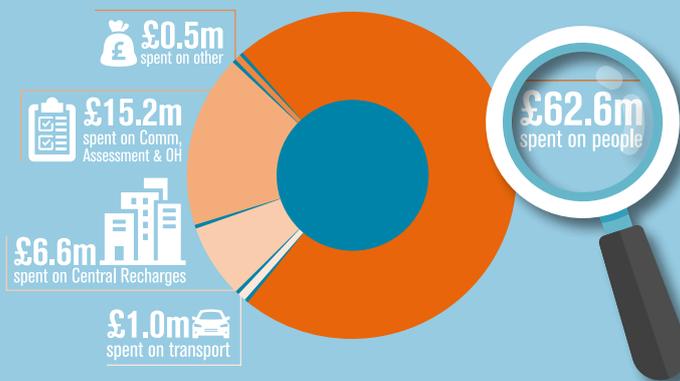
## BUDGET-MONEY MATTERS

## 2018/19 ADULT SOCIAL CARE SPEND (£85.9m)

This compares to a spend of

**£81.8m**  
in 2017/18

The increase was largely due to increases in care costs, some of which were linked to increases brought about by the National Living Wage



## 2018/19 SPEND ON PEOPLE (£62.6m)

The 'Spend on People' referred to in the above chart has increased from

**£58.8m**  
in 2017/18

Spend on People is money spent directly on the following services



## HOW DO WE COMPARE?

Coventry still continues to be a comparatively low spending local authority per **100,000** population

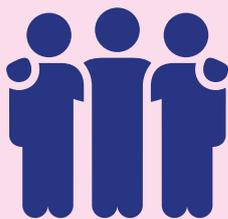
In recent years we know that Coventry demonstrates comparatively low spending as a local authority per 100,000 population. The Local Government Association publishes information about spend later on in the year but you can view last year's information [here](#)

## ACTIVITY FACTS AND FIGURES

Adult Social Care receive a large volume of requests for support on a day to day basis. Our aim is to maximise people's independence and support people in the least intrusive way

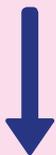
**10,367**

new requests for support  
(a small increase on last year's figures of 10,330)



**4%**

of requests resulted in a long-term service (slightly less than last year's)



**23%**

received low level support



**16%**

received a short-term service to promote independence

**4,331**

people received long term support during the year

(a small reduction of 0.3% on last year's **4,343**)

Of these **1,371** people received an unplanned review or planned review)



Page 40



## CARERS RECEIVING AN ASSESSMENT

Adult Social Care have an equal responsibility for anyone providing unpaid care within the city

Anyone providing necessary care to another adult is entitled to a carer's assessment:

**1,705**

carers had their needs assessed of which **445** received a separate assessment

**1,584**

carers received support



## HOW DO WE COMPARE?

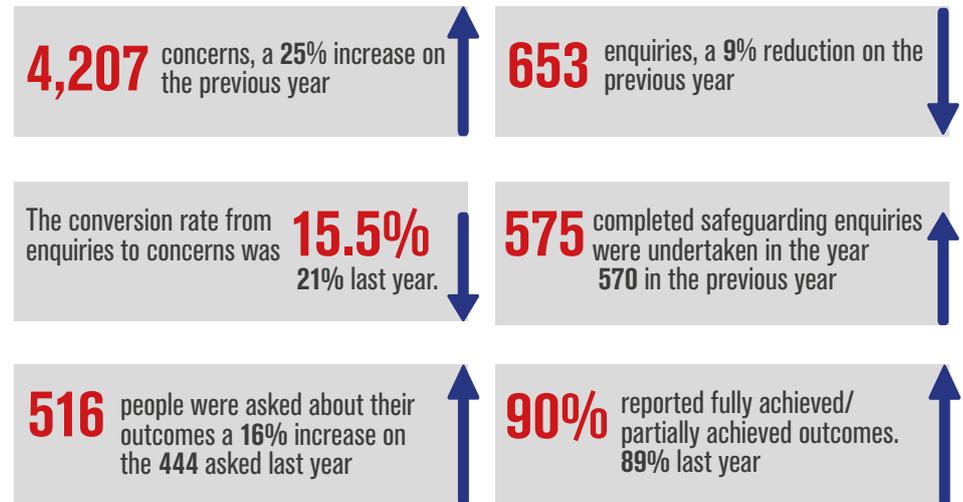
CQC Local Area Analysis data suggests that in Coventry, compared to local authorities that have similar populations, we think of other solutions, signposting to universal services and other community support rather than looking at traditional models of support. To explore the Local Area Analysis in more detail you can review [here](#)

# SAFEGUARDING



Protecting adults to live in safety, free from abuse and neglect is a core duty of Adult Social Care. The rising rate of safeguarding concerns reported suggest people know how to report abuse and we are addressing concerns without the need for an enquiry or investigation

## 2018/19 Safeguarding Information:



## HOW DO WE COMPARE?

Coventry has a higher rate of concerns per **100,000** population than comparators in **2017/18** but thorough initial enquiries address these sooner without the need for a full enquiry. 2018/19 comparator data will be published in November 2019 on the NHS Digital Adult Social Care Analytical Hub

## DEPRIVATION OF LIBERTY SAFEGUARDS (DoLS)

The Deprivation of Liberty Safeguards (DoLS) are part of the Mental Capacity Act 2005. The safeguards aim to make sure that people in care homes and hospitals are looked after in a way that does not inappropriately restrict their freedom

There has been a 14% increase (280) in the number of DoLS Applications from

**2,035** last year to **2,315** in 2018/19

**270 (12%)** are in due process compared with **291 (14%)** last year

In 2018/19 there were **2,045** completed applications which is a 17% increase on last year **1,744**

There was a decrease in applications granted after **6 MONTHS** of being received from **151 (15%)** in 2017/18 to **36 (3%)** in 2018/19

## HOW DO WE COMPARE?

Comparator information will be published at the end of 2019, however we know last year, we saw a higher proportion of applications compared to other regions that Coventry shares similarities with. And similarly, we completed a higher proportion of assessments than our comparators. Nationally, local authorities completed on average 415 DOLs applications per 100,000 of the population and in Coventry this figure was 769 applications per 100,000

Liberty Protection Safeguards will replace DoLS in October 2020

# DEMOGRAPHIC

Coventry has sustained **HIGH POPULATION GROWTH RATES** 7<sup>th</sup> highest in 2016-17



Coventry's population is growing, changing and increasingly diverse

**HIGHEST GROWTH MOSTLY AMONGST 18-29 YEAR OLDS**



**INCREASE IN WORKING AGED RESIDENTS** not just students! amongst the ages of 25-29 and 18-24 years



**14% OF THE POPULATION AGED 65+** but, the growth of the elderly population will accelerate and grow faster than the rest of the population within 10-15 years



Life expectancy in Coventry remains consistently below England, but healthy life expectancy is similar to England

Health outcomes are worse in the most deprived areas, where people not only live shorter lives, but spend a bigger portion of their years in poor health, and are more likely to die of preventable causes

National data suggests that between 2012-14 and 2015-17, life expectancy between the richer and poorer further increased. In particular, there was a decrease in life expectancy for females in poorer areas - resulting in a widening of inequality in the life expectancy gap among females (7.4 years). Although, the gap for males (9.4 years) remains larger

Early mortality (<75 years)



*Worse than national*

Cardiovascular	X	X
Cancer	X	X
Liver disease	X	
Respiratory diseases	X	X
Communicable diseases	X	X

**862** internal staff

**83%** female staff  
**17%** male staff

**48.6** average age of workforce  
**52%** aged over 50

**21%** are black and minority ethnicity  
**77%** are white ethnicity

**5%** vacancy rate compared to  
**8%** nationally

**15.8%** (162 people) new starter rate

**15.7%** (151 people) leaver rate

## OUR WORKFORCE

# Key achievements - Based on the Adult Social Care Vision and our Priorities for 2018/19

The previous section contained a volume of data and comparisons across a number of areas of performance. To summarise this as succinctly as possible would be to say that Coventry supports a relatively low number of people with ongoing care and support needs and as a result is a comparatively low spender on Adult Social Care.

This position has largely been arrived at by our approach to Adult Social Care and support which is based on helping people to be independent. Where independence has

been lost or reduced we work with people to regain skills and where levels of independence have been limited we work with people to improve this. The goal we aim at is for people to be living independently within their own homes. This is not always achievable and in many cases living independently is only possible with support.

The examples below give a flavour of how we have delivered this approach using real examples given with the consent of those involved.

## 1 Adults and carers at the heart of everything we do

### *Our Shared Lives Scheme*

Shared Lives is the essence of family living; sharing a home, life and community with like minded people. We pride ourselves on our rigorous matching and introduction process, ensuring the adults we support have the greatest opportunity of finding the right family, right home and support to lead a happy and fulfilling life whilst having their individual needs met. This process cannot be successful without placing the adults we support at the heart of everything we do. Individuals living in Shared Lives are supported to express their wishes, explore their dreams, and share the highs and lows of living as part of a family.





# A Family Life for Roy

Roy came to live in Shared Lives when he was unable to continue living in his current home. The scheme was able to match Roy with a family who were able to provide the home and support he wanted. Roy spoke about feeling lonely, not having the opportunity to go out into his community; he said he often got bored. He didn't have many friends and he said he spent most of his time watching the television. When the scheme explored a family for Roy, he came with a wish list, literally a list of how he wanted to live his life; this included being able to travel independently, wanting his own cashpoint card, and most of all, going to watch his beloved football team Coventry City Football Club.



Roy has lived in Shared Lives for six years now. He has formed a great relationship with his carer and her family, a relationship based on mutual trust and respect. Roy has been able to fulfil his wishes. Roy ensured others understood how important it was for him to have access to his own money, and with the support of an appointee and his carer he now has access to his finances. He has been supported by his carer to gain the confidence to travel independently around the city; Roy can tell you the number of any bus and its destination. Roy makes good use of traveling independently and visits the friends he has made and goes to all the places he wants to go.

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## Shared Lives has given Roy a sense of belonging

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So, what about the football? Roy was supported to attend his first few football matches and is now a season ticket holder for Coventry City Football Club. He has also been able to make friends with a family who sit next to him, Roy calls them his "Football Family"! Roy regularly meets up with them and attends away matches too. Roy's confidence supports him to make and maintain real friendships away from his support network, this is what life's about for Roy.

When Roy was asked what the best thing is about living in Shared Lives he said:

*"I go out every day and some nights, I have my own room where I can watch some TV if I want to and I have Sky, so I watch all the football that I want to. I can use the bus and walk, and I go and visit people. I can do jobs in the house like setting the table, clearing away, hanging washing out and bringing it in when it is dry or if it starts to rain. I like to make drinks for visitors and always make people feel welcome. I like to have jobs that I can do, it is important to me."*

Shared Lives has offered Roy a sense of belonging, feeling valued and respected. Roy feels of equal value in his household, he is proud of the responsibilities he has.



## 2 High quality, person-centred and effective support

# Transforming Care - Paul's Story

In the last 12 months there has been a significant improvement in the delivery of the principles of the 'Transforming Care Programme'. Transforming Care is all about improving health and care services so that more people with a learning disability and/or people with autism can live in the community, with the right support and close to home. This means that fewer people will need to go into hospital for their care. Through Transforming Care we have strengthened our working partnerships with health colleagues to improve the lives of those with learning disability and/or autism, to promote independence and identify support outside of the hospital.



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**Adult Social Care is working with the Intensive Support Team to make Paul's life "brighter and happier"**

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One person who has benefited from this approach is Paul.

Paul is a 53-year-old fun-loving man living with Cerebral Palsy, a learning disability, depression and epilepsy.

In 2017 Paul's physical and mental health deteriorated, requiring an admission to a general hospital. At the time of discharge Paul was unable to return to his former home and moved to a residential setting.

Paul was really frustrated by the move and not his usual self, getting cross and angry with staff and feeling so unhappy. Paul then moved to another home but it was clear that he was still really unhappy.

## What happened next?

At this point Adult Social Care started working with the Intensive Support Team. The team is made up of specialised occupational therapists, learning disabilities nurses, speech and language therapists and health care assistants. The team works with individuals to help the person identify coping strategies, plan for any risks, providing information in an accessible way and working closely with staff who will be providing support. Adult Social Care's role was to establish where Paul would like to live and how we could make this happen. It was clear that Paul did not want to live with others, so we looked for a place where Paul would have his own flat with support available.

Adult Social Care and the Intensive Support Team worked with the new staffing group, so that when Paul moved the team would already have a good understanding of Paul and how to support him.

***"Working so closely together has broken down many barriers and ensured that any challenges that have arisen have been dealt with effectively in a timely manner."***

Melissa -  
(Community learning disabilities nurse,  
Intensive Support Team).

## Living his best life

Since moving, things have changed drastically for Paul. He no longer requires intensive staffing support. We have introduced assistive technology such as door sensors so Paul can be alone in his flat during the day and at night, reducing the restrictions placed upon him and promoting his independence.

Paul is learning skills, creating a scrapbook of memories he has from one week to the next. He has now learned how to cook some meals. Paul said: "I have been waiting such a long time to have my own flat, it's beautiful and the team are always on hand to help where I can't do something."

When asked how Paul sees his future he replied 'brighter and happier than my best, I couldn't ask for more.'



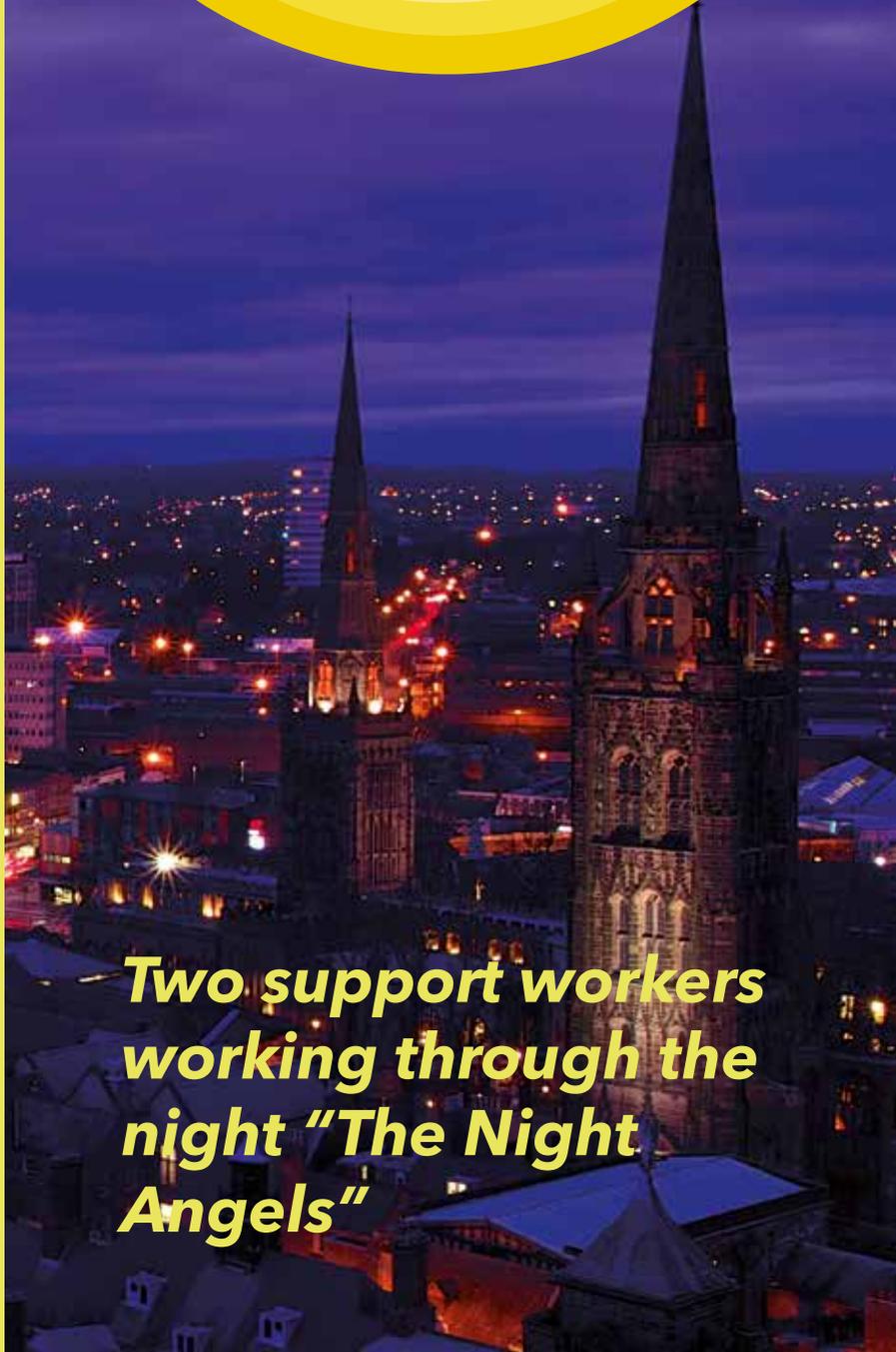
# 3 Reflective and responsive to change

## Supporting people through the night

In Coventry we're always looking at ways to make sure that people can enjoy their homes for as long as possible with the independence that we all want to maintain, but when someone needs support during the night, it can be difficult to plan for the right support. We all value a good night's sleep but if you need support during the night you can find yourself uncomfortable, lonely, in distress and the impact on your health and wellbeing can be huge. You may be recovering from a hospital admission or you might be experiencing an illness that makes it difficult to plan for when you need support. And for those looking after a family member or friend; providing care during the night, can be both physically and emotionally exhausting. Unfortunately, we know that some people end up requiring residential care when they need night time support.

So, in January 2019 we looked to do things a bit differently and developed a service called Mobile Night Carers, a service that can support people in their homes during the night time. The service is being delivered by two care agencies in Coventry, Radis and Sevacare.

Page 48



**Two support workers working through the night "The Night Angels"**

## How does it work?

The service starts at 10pm, running through the night until the morning at 7am. Two support workers work together, visiting homes across the Coventry area. Working together means that they can support people who might need additional support, but it also means the reassurance of having a work colleague during the night and travelling around the city safely. They deliver a range of support, some planned visits and some ad hoc visits when requested. They might deliver up to four calls a night to one person, but they don't spend the whole night at someone's house, allowing the person privacy and a good night's sleep.

People access the service through having an Adult Social Care assessment.

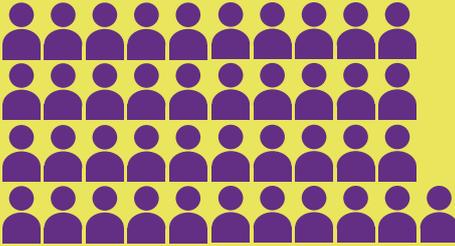
The service works well with people who may have recently been discharged from hospital and might not know how long they'll need support whilst making their recovery or where someone might have had a change of circumstances.

## Has it been successful?

Over 40 people have accessed the service since January 2019 and early indications suggest that the service is helping people remain in their own homes and supporting families to stay together. One family were so happy with the service they call them "The Night Angels".

Nationally, we also know there's been good success with this type of support and it just adds that additional reassurance that people need during the night-time hours, giving people the option to stay at home.

## Between February 2019 - March 2019

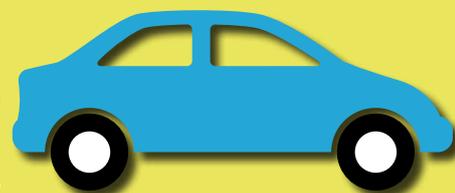
**41**   
people have accessed the service



Average length of time people require the service

**4.1** weeks

**0%**



of people required residential care after the service finished



**27** people supported to return home from hospital



# 4 Outcome driven and meaningful

## *Improving support for mental health*

We have completed an internal review of the Approved Mental Health Professional (AMHP) Service and have introduced links with CAMHS (Child & Adolescent Mental Health Services) and UHCW (University Hospital Coventry and Warwickshire NHS Trust) as a result. Changes have included establishing common practices, reviewing of referrals to ensure we get to those most in need and co-location of services at the Caludon Centre. The aim of this work has been to ensure that those using and contacting the service have a more seamless response.

Part of this work has been to focus on the invaluable work of AMHPs.

The work of Approved Mental Health Professionals (AMHPs) doesn't always get the recognition it deserves.

An AMHP is responsible for organising and co-ordinating assessments under the Mental Health Act 1983 (as amended by the Mental Health Act 2007). It is a world not everyone is comfortable discussing, but their work is crucial.

They carry out many complex roles including:

- ▶ exploring alternatives to hospital admissions.
- ▶ recommending someone is detained in hospital under the Mental Health Act ([sectioned](#)) or that they receive a Community Treatment Order (CTO). Ensuring the law is applied correctly

The role is often held by specially trained social workers, but can also be carried out by occupational therapists, community mental health nurses and psychologists.

AMHPs have to undergo extensive specialist training. They use their knowledge to ensure that the rights of those being assessed are protected. They are unique among social workers and other mental health professionals in that they act autonomously rather than as an agent of their employees, whether it be a local authority or an NHS Trust.



## Gerry's Story

### Gerry Brennan is an Approved Mental Health Professional.

I have been a qualified social worker since 1982. Up until August 2018 I worked in the Crisis Team in Coventry for over five years. I became an Approved Social Worker in 1989 and subsequently an Approved Mental Health Professional (AMHP).

The Crisis Team offers a 24-hour service to people who are acutely mentally ill and to those in crisis who present with significant risks. We provide alternatives to admission to hospital, including home treatment and help to facilitate early discharge from hospital. The team consists of support workers, nurses, a psychologist, counsellors, psychiatrists and seven social workers, six of whom are AMHPs. AMHPs in the Crisis Team work up to 10pm. Once or twice per week we will be on call throughout the night.

The Mental Health Act provides a legal framework to follow in deciding whether people can be detained compulsorily for assessment or treatment of a mental disorder. Apart from those detained via the courts, AMHPs are required to be involved in making what are known as Mental Health Act (MHA) assessments, usually with two doctors, at least one of whom will be a psychiatrist, or be approved under the MHA to undertake such work. Such assessments can take place in a general hospital, psychiatric hospital or in the person's home. The Police have powers to take people to a Place of Safety when they have concerns about someone's mental health and they are in need of immediate care. This would lead to a formal MHA assessment, usually in the Place of Safety at the Caludon Centre but it could also be at a police station or at A&E. Like many in caring professions, I was drawn towards my career initially by a notion of wanting to help people, to do good and to make a difference.



Social work values and ethics have provided me with a framework of beliefs and behaviours which give more clarity to the ideas I started out with.

Working in a Crisis Team involves many challenges; including the ever increasing demand, the lack of psychiatric beds, difficulties in obtaining assistance from the police due to their considerably diminished resources, working with people who present high risk to themselves and others, increased levels of poverty, homelessness and cuts in benefits and high levels of drug and alcohol abuse. However, I have found my time in the Crisis Team to have been truly enriching and satisfying. It has been a privilege to work in a city with such diversity, with many brave, resilient people from the city and from numerous different cultures. I am proud to be part of a team which supports people effectively through their darkest days through to safety and recovery; a team which sometimes saves lives.

Since August 2018 I have taken flexible retirement and continue to work two days a week- one day in the City Wide AMHP hub and the other day in the Recovery Team.

Page 51

# 5 Support around people and their families



## ***Lifeways - Limbrick Place opens...***

It's important that we have a range of accommodation in Coventry so that when people do move on from home there are choices available for them. Accommodation models should support people to live their best lives, free from intrusion and always aspire to help people to be independent.

In September 2018 an exciting development opened in Coventry, called Limbrick Place. The scheme is made up of three buildings, Beech and Willow House - supported living flats and Ash House - a residential setting (this opened later, in 2019). There are 24 flats in total, with seven flats being specifically designed for adults with physical and sensory impairments. The adapted flats include; floating sinks which can be varied in height, large wet rooms, accessible doors, pictorial light switches and plugs at arm height.

The flats are "smart" by design meaning they have lots of gadgets and gizmos, to make life that little bit easier and ensure that independence is the end goal. Willow House has a large communal lounge which is the hub of the scheme, where individuals can get together and socialise.

## **How does the service run?**

The service is designed for adults between the age of 18-65, who might have a learning disability, a physical health condition or sensory impairment. The person needs to have an Adult Social Care assessment of their needs and then a referral is made to the scheme. The amount of support people require is based on their individual situation.

## **How's it working?**

The service has had really positive feedback from those living there and the staff who enjoy the lively nature of the place, every day being different and vibrant.

"Beech and Willow House are fantastic! It is surprising how much thought has gone into the design and build, there's a lot of things we take for granted in life, but after opening and managing Beech and Willow House it has opened my eyes! The technology which can be integrated into our systems is out of this world! The adaptations we have made by fitting state of the art automatic doors to some of the flats, make it much easier for individuals to enter and leave their property un-aided. Something as small as this makes such a difference to an individual's life" - House Manager.

# 6 Effective enablement, prevention and wellbeing

## *Promoting independence*

### **Elaine and Ron's Story**

Elaine is an 83-year-old woman who lives with her husband Ron. She had a stroke 18 months ago and was privately funding a package of care of three visits a day with two members of staff. A referral was made to Adult Social Care to look at long term plans. Our Promoting Independence Service started to work with Elaine, which involved the support of an occupational therapist (OT).

On the initial visit it was identified that when Elaine had to move from one place to another she'd been using a piece of equipment called a hoist. Elaine was highly distressed about using the hoist and kept repeating how awful it was.



Members of staff demonstrating the use of a hoist



#### **What did we do?**

The OT completed an assessment which identified that Elaine had some existing strengths that should be able to help her stand and bear her own weight, so it was agreed to try and get Elaine standing with equipment. To begin with, the OT and the OTA (occupational therapy assistant) completed daily calls to practice standing with a standing aid. A Mo-Lift is a standing aid, designed to safely move the person from a sitting to standing position.

Elaine was also sliding down the bed at night and Ron was getting up three times a night to try to reposition Elaine. Ron was exhausted and stressed and there was a risk of carer breakdown. Elaine was feeling more of a burden and saying perhaps she should go into a residential home.

The OT introduced a bed management system for Ron to help Elaine move up the bed and because he was able to position Elaine further up the bed, he only needed to get up once in the night. The bed management system is a cotton/polyester sheet with a satin underside which stays on the base sheet, with a top draw sheet which allows movement with the support of a carer up and down, and side to side, on the bed.

“One of the skills of an OT is to recognise the potential for a person to regain skills that have previously been lost. It’s highly rewarding to see the progress that Elaine has made in the time that we have been working with her” - Sara (OT)

## How did things go?

Elaine was highly motivated and although it was hard work for her she improved on a daily basis.

Elaine was delighted with being able to stand and was talking about being able to go on holiday again, this was something she thought she would never be able to do again. Ron looked a different man, as he was getting a good night’s sleep once more.

Elaine still continues to receive support, she’s now taking steps with her Zimmer frame and her journey continues.



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## *The support of an occupational therapist really helped Elaine and Ron*

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Elaine was asked what she thought of the support she’d received and she stated that she has found the OT input to be “very helpful, it gave me the confidence which I badly needed, I’ve still got that confidence, I’m very grateful to everyone, you have been very kind and helped a lot.”

# 7 Mature Partnerships

*Working with partners to support prevention in Coventry*

In April 2018 a range of new and existing services was commissioned, geared towards supporting people at the earliest possible opportunity. The services have developed their support with a focus on providing help to those who most need it. This has increased the range of support available and helped people focus on their strengths, and the resources available



Providing practical support to adults with sensory loss, working closely with the Visual and Hearing Impairment Teams



Supporting people with dementia and their carers delivering the Dementia Navigator service groups and training



Working with people with learning disabilities to develop skills, confidence, participation and wellbeing within the community



Providing a wide range of services to adults over the age of 18 who need information and advice, practical support, befriending, group based support and much more



Supporting people with a mental health condition to support their overall wellbeing and participation in the community. This includes the Recovery Academy Training, offering a wide range of training and courses



Specialist service working with people who hoard. The service works with people therapeutically. You can read an article about this service in [The Guardian](#)



Peer support, community involvement and advocacy for people to maintain their mental health, self confidence and life skills



Providing support to adults with learning disabilities so they can maintain their own tenancies



Providing accommodation based support for adults with a mental health condition



Delivering the Carers' Wellbeing Service, a service geared towards meeting the needs of carers, including short breaks and the carers' emergency response service

# 8 Committed Workforce

## *Taking a strengths-based approach*

In Adult Social Care we believe that people should be at the 'heart of everything we do' and this can be achieved by taking a 'strengths-based' approach.

Strengths-based approaches aim to put individuals, families and communities at the heart of care and wellbeing, and in doing so strengthens relationships between members

of that community, builds social capital and recognises the assets that people can bring to the assesment process. Strengths-based approaches recognise that individuals, families and communities are resourceful and if enabled can find the best solutions for themselves. Strengths-based approaches are seen as being the opposite to a 'deficit' approach

The deficit approach	The strengths-based approach
Responds to problems	Identify opportunities and strengths
Provides services to users, views people as clients and customers	Invest in people as citizens and as having something to offer
Focus on individuals	Focus on developing communities, neighbourhoods and families
Treat people as passive and 'do to'	Help people to take control of their lives
'Fix people'	Support people to develop their potential
Make changes to services from the top down	See people as the answer and experts in their own care

An example of this approach was a situation where we supported someone following a period of reablement, via the use of the good neighbour service, to start accessing local services and facilities such as the church, local shops and garden centre.



***'Working in a strengths-based way reinforces that as a practitioner I need to think about the whole person and remember an individual's social isolation and emotional wellbeing are as important as maintaining physical health and support needs. The reduction of social isolation minimised the need for care calls and supported the person to connect with their local community'***

Ellis - social worker



In Adult Social Care we have been looking at how we can support our practitioners to work with people in a more strengths-based way.

This initially involved providing training in 'strengths and asset-based assessments', with more than 80 of our staff attending five training sessions on strengths-based practice in 2018/19. This has been followed by more specific training for staff in 'Motivational Interviewing'. Motivational interviewing techniques develop a focus on strengths-based conversations, so people can tell their story in their own words through the use of open questions to encourage reflection. This training has been well received by practitioners:

***'I think it will have a massive impact on the practice of myself and the team'***

***'This is so relevant to my role. I'm really looking forward to putting it into practice'***

***'I didn't realise that this was something I naturally used but obviously not to the extent taught. I feel I now have that level of understanding'***

However, we realise that it's not just about training our staff. We have continued to support a Practice Quality Assurance Framework, with our practitioners receiving annual observations of their practice and dedicated time to reflect on their practice with their manager.

We have also developed our assessment forms to be based more around good conversations and strengths and an opportunity for people to talk about what matters to them. These forms will be ready for use in July 2019.

# 9 Innovative

## Contacting Adult Social Care - First impressions count



People contact Adult Social Care at a point of change in their lives, and sometimes in a crisis, so it's really important that we get this first conversation right. Previous improvements to the way people contact Adult Social Care have included the launch of the online self-assessment, appointment booking system for social work assessments and an information directory. All of these have proved very successful in helping people have timely conversations and to identify support they may be able to access. In February 2019 we started to test a new approach for responding to new referrals for help and support. This incorporated occupational therapy assistants discussing people's circumstances over the phone and looking at ways of maintaining and promoting independence.

### How does it work?

This new way of working was tested for four weeks. During this time the team received 610 referrals of which 310 progressed to the prototype team, and of these 250 people were connected to services such as voluntary organisations, assistive technologies and services to promote independence.

One of the main objectives of the service is to respond to initial referrals quickly, with this proven to reduce the need for further support and better outcomes for individuals.

The team speaks to people, their carers and any other professionals, such as GPs, about the positive aspects of a person's life, exploring how existing support networks can be used to reduce the need for further support. At the heart of this approach is strengths-based working, focusing on existing support, assets and abilities and moving away from assessing for traditional models of support.



## How do we know it's working?

After the initial pilot a review of the outcomes took place to determine the long-term benefits of the service. Most people contacted said they felt the support they received was helpful and being contacted quickly had made a difference.

*'Everyone she spoke to from Adult Social Care was really kind and understanding'*

*'Mum was really happy with the conversations she had and how quickly it has been dealt with'*

We identified that we need to improve the experience of the carer and ensure the support they receive is part of the initial contact process.

*'At the start we were a bit anxious and apprehensive, but the training we received gave us knowledge and confidence. It helped that we had a fantastic team who supported throughout the pilot period'*

Jayne and Caroline -  
occupational therapy assistants.



## Next Steps

We're looking at developing this approach further and enhance through the use of Skype Technology, which will support face to face conversations with people and their families. This can also help us understand more about people's homes so we can request any equipment and technology quickly and address any risks or concerns.

Another digital development is the use of Brain in Hand technology.

Living with autism, a mental health condition, a learning difficulty or a brain injury can lead to difficulties making day to day decisions. This app for mobile devices provides people with personalised activities and coping strategies which they can access anywhere, any time, and also monitors their anxiety levels.

Brain in Hand is now being used by a number of adults for a range of support in everyday activities such as travel and accessing education or employment.



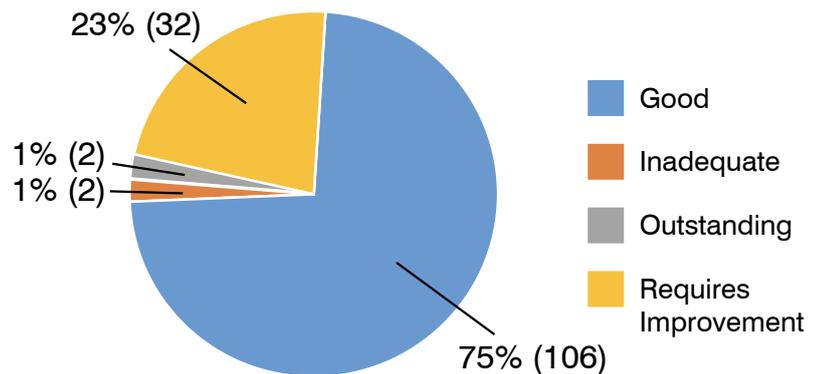
# 10 High Performing

## Seeing an improvement in our care provision

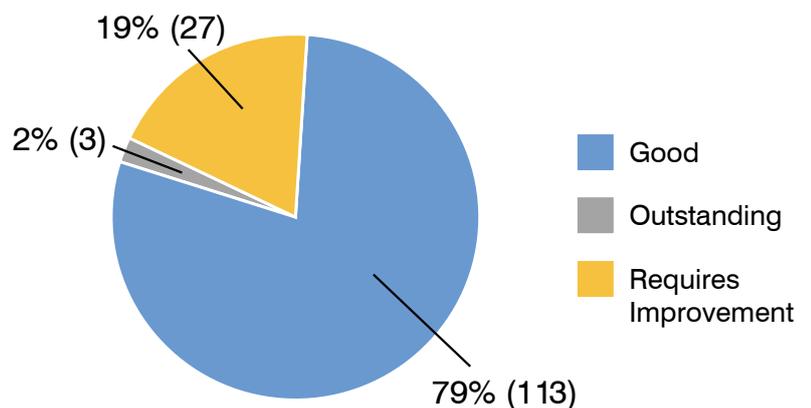
*The Care Quality Commission (CQC) is the independent regulator of health and social care in England. Its role is to make sure that health and social care services provide people with safe, effective and high-quality care.*

During the last six months of the year 2018/19 there was a notable improvement in Care Quality Commission ratings for registered social care providers marked by an increasing proportion rated 'Good', a declining proportion rated 'Requires Improvement' and no providers rated 'Inadequate'. Importantly, the number of providers rated 'Outstanding' increased to three, including Coventry's first contracted residential care home [Lammas House](#).

### October 2018



### March 2019



The Joint Quality Assurance Team is made up of contract officers, clinical nursing and commissioning managers, from health and social care. They oversee the quality of care. Their aim is to support the improvement of care providers, particularly focusing on those commissioned providers who are rated as 'Requires Improvement' or below. The team works on a number of care home improvement initiatives.

# Care home improvement programmes

## Red Bag Accreditation Scheme

The 'Red Bag' scheme is a national initiative that helps care homes plan for hospital admission of their residents, ensuring all the necessary background information and anything of importance is kept in a bag which follows the person during their admission to hospital and through to their discharge. By 31st March 2019, 51 of Coventry's care homes had received 'Red Bag' accreditation, with several more working towards this.



## Say No to Infection

*"Say No to Infection" is a joint health and social care accreditation scheme for preventing and managing infection. As of 31st March 2019, 23 care homes/housing with care schemes had been accredited. Eight providers have maintained accreditation for over two years. A further 78 providers are actively working towards accreditation. Last year we saw Caremark become the first home support service to achieve their accreditation, demonstrating that preventing and managing infection is crucial in the home as well residential settings.*

## My Home Life

Since January 2019, Coventry City Council has been working in partnership with My Home Life, which is a UK wide movement to improve the quality of life in care homes. The project focuses on leadership in care

homes, knowing that this is key to quality improvement. 15 care home managers in Coventry have commenced the programme, with a focus on improving the whole care home environment and building better links between care home managers.



# Performance Matters

Adult Social Care undertake a survey annually of the experience of adults in receipt of support and every other year we undertake a survey of the experience of carers. This infographic shows our performance. This information helps us set our future priorities and identify any areas for improvement.

## Understanding the views and experiences of adult social care CARERS 2018/19

### About the survey

A random selection of people with caring responsibilities who received an assessment or review within the 12 months prior to 31st August 2018



**483**

people gave us their feedback during October - November 2018



Ages of people with caring responsibilities varied between 19 and 67

Average age was

**67**



**57%** of people with caring responsibilities were female, **36%** were male, the rest was not recorded



Of the people who were being cared for **70%** had physical support, **7%** had learning disability support, the rest had mental health, sensory, memory or social support

### Enhancing the quality of life for people with caring responsibilities



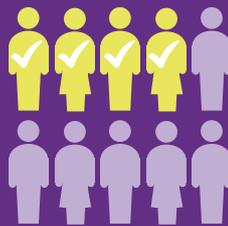
Carers reported quality of life

**15** out of **24**

**38%** 

said they had as much social contact as they would like

### Ensuring that people with caring responsibilities have a positive experience of care services and support

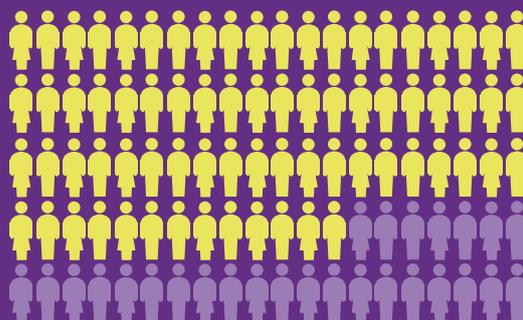


**4** in **10** carers said they were satisfied with the social care support they received

**60%** 

said it was fairly easy to find information about services

### Ensuring people with caring responsibilities are included and consulted in discussions about the person they care for



**73%**

of people with caring responsibilities felt included or consulted in discussions about the person they care for



# Understanding the views and experiences of adult social care PEOPLE WITH CARE AND SUPPORT NEEDS 2018/19

## About the survey

A random selection of service users were contacted who received long term support as at 1st October 2018



**403**

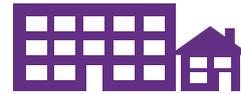
Service users gave us their feedback



Ages of respondents varied between 20 and 104

Average age was

**70**



**79%** of respondents lived in the community, **16%** in residential homes, **5%** in nursing homes



**65%** had physical support, **22%** had learning disability support, the rest had mental health, sensory, memory or social support

Enhancing the quality of life for people with caring responsibilities



People scored their quality of life

**19** out of **24**



**47%** said they had as much social contact as they would like



Almost **8** in **10** people said they have enough control over their daily life

Ensuring that people have a positive experience of care services and support



**6** in **10** people said they were satisfied with the social care and support they received

**65%**



said it was fairly easy to find information and advice about support, services or benefits

Ensuring that people who are vulnerable feel safe and protected from harm



**70%** said they feel safe (this includes feeling safe from abuse, falling or other physical harm both inside and outside the home)



**8** out of **10** said the services they receive help them to feel safe and secure

# Celebrating Our Own Strengths - Awards and Good News

## Phoenix Awards

We were very pleased that in this year's Phoenix Awards, the Council's annual award scheme, Karyn Ross, the registered manager for our Shared Lives Scheme, won the Manager of the Year award. It acknowledged Karyn and her team's dedication to delivering real care alternatives for people.

Edwina North, a social worker from the Older People's Community Team, won the Everyday Hero category for her commitment and dedication to the people she works with and her colleagues.



## Developing support for people who are deafblind



People are regarded as deafblind if their combined hearing and sight loss causes problems with communication, access to information and mobility.

The Care Act 2014 says that a suitably qualified person who can understand the impact of both sensory losses must assess a person who is regarded as deafblind. We are pleased to say

that following a successful training course we now have several of our staff trained. Congratulations to Alison Spence, Angela Gardham, Kelly Sowter, Shelly Okoh, Janet Goodreid, Gloria Hylton, Heather Bugby and Harjit Matharu.

We are also revisiting our registration process and identifying training in sensory loss for the wider workforce.

# Using Grants to improve our internal provision



We have used part of the Disabilities Facilities Grant to improve the physical environment for some of our citizens supported in our internal services. At Maurice Edelman House, all the bathrooms and toilets were refurbished, and tracking hoists installed to ensure people's lives are that little bit more comfortable. At Brandon Wood Farm, a new domestic style kitchen enables young people with autism to work towards more independence in a safe environment. The garden at Gosford Community Hub is now fully accessible for permanent wheelchair users.

## Pod's work celebrated in national campaign

The life-changing work of The Pod was highlighted on social media as part of a Local Government Association (LGA) campaign to call for better funding for Adult Social Care.

A video developed by the LGA and shared as part of the social media campaign tells the story of Kyle, whose journey with the Pod connected him to the music community. You can view the link [here](#).

The Pod is firmly rooted in strengths-based practice, working with people to achieve their aspirations and goal setting, reconnecting people with their communities and building community capacity through their Time Union and Food Union.



In addition to The Pod being recognised for its innovation, it has also been celebrated for another reason, its food! [The Guardian](#) newspaper highlighted it as one of the best vegan places to eat after asking readers for recommendations.



# Great British Care Awards

There was great excitement when Knightlow Lodge in Coventry was named the 'Best Home Care Team' for the West Midlands region.

By winning in the regional final it was nominated for the UK final - where it was shortlisted and recognised as one of the nine best home care teams in the UK, which is a great achievement.

## Principal Social Worker Annual Report

Most areas now have a Principal Social Worker for Adults and Children and regional networks. The Care Act 2014 says local authorities should make arrangements to have a 'qualified and registered social work professional practice lead' in place.

In support of ensuring visibility for the role and celebrating achievements, our Adults Principal Social Worker, Andrew Errington, has produced a first annual report.

[Principal Social Worker Annual Report](#)



# What's Next?

## Key Areas of Improvement for Adult Social Care 2019/20

***“Our vision for Adult Social Care in Coventry is focussed on promoting independence and enabling people in most need to live independent and fulfilled lives with stronger networks and personalised support”***

To help us deliver this vision we have identified four priorities to shape our work in the coming years:

### **Make a strengths-based approach our standard practice**

The service will take a whole system, strengths-based approach to care, support and inclusion and look first at what people can do with their skills, resources, relationships and their communities.

### **Ensure our ‘Promoting Independence’ pathway is our first offer**

The service will use a promoting independence pathway at both the first point of contact and where there are changes in a person’s circumstances to maximise people’s skills to manage within their own homes.

### **Improve service productivity and effectiveness, including the option for ‘self-service’**

We will focus on self-service wherever possible, allowing people the opportunity to access adult social care on their terms, at a time and place of their choosing.

We will focus on identifying areas of work that we can do differently, that give us more time to spend on activities that truly add value to people’s lives.

### **Ensure our delivery models are as effective as possible**

We will challenge how we do things across the whole of the service, including our internally provided services, commissioned services and equipment, to identify opportunities for making better use of resources.

***“Our success in achieving the vision for Coventry depends on placing adults and carers at the heart of everything we do. We will ensure people we work with are involved as equal partners in planning and decision making”.***

# Glossary

This section provides an explanation of some definitions and terms that appear throughout this document.

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## **Assistive Technology**

This is an umbrella term for any devices, equipment or systems that help maintain or improve a person's ability to do things in everyday life. These can assist with a range of difficulties, including problems with memory and mobility.

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## **Carer's Assessment**

If you care for someone, you can have an assessment to see what might help make your life easier. This is called a carer's assessment.

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## **Child and Adolescent Mental Health Services (CAMHS)**

CAMHS are the NHS services that assess and support young people with emotional, behavioural or mental health difficulties.

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## **Community Treatment Order (CTO)**

A Community Treatment Order (CTO) is part of the Mental Health Act. A CTO allows you to leave hospital and be treated safely in the community rather than hospital.

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## **Disabled Facilities Grant (DFG)**

Disabled Facilities Grants help towards the costs of making changes to your home so you can continue to live there.

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## **Local Government Association (LGA)**

The LGA seeks to promote better local government; it maintains communication between officers in different local authorities to develop best practice.

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## **National Living Wage**

The government sets a minimum amount workers must get paid on average for the hours they work. This is called the National Living Wage

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## **Promoting Independence Service**

A short-term service which aims to maximise the independence of the individual. At the end of the support, ongoing care and support services will be arranged as required.

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## **Safeguarding**

Safeguarding is how we work with people to prevent them experiencing harm from others or sometimes themselves. It includes helping people recover when they have been abused.

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## **Short term services**

Short term support that is intended to be time limited, with the aim of maximising the independence of the individual and reducing or eliminating their need for ongoing support by the Council.

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## **Recovery Team**

This team works to maximise a person's potential and personal recovery by addressing health and social needs, such as medication, accessing support for work, education and leisure, and support in managing their day to day mental health condition.

# Useful Contacts

## Adult Social Care and Communities Directory

This online directory has all the information and advice you need in one central place, so you can find the information you need easily.

Website: <https://cid.coventry.gov.uk/>

### Council Contacts and Mental Health Services

Adult Social Care Direct	The first point of contact for any referrals into Adult Social Care	024 7683 3003
Emergency Out of Hours (After 5pm Monday to Thursday, 4.30pm on Friday and throughout the weekend)	For urgent enquiries / emergencies only outside of normal office hours	024 7683 2222
Main Council Customer Services	The main switchboard for Coventry City Council	080 8583 4333
Central Booking Services (Mental Health Services)	Run by Coventry and Warwickshire Partnership NHS Trust (CWPT), this is the first point of contact for people accessing mental health services and CWPT services	0300 200 0011

### Other Organisations

Age UK Coventry	Supporting adults 18+ providing information and advice, support and groups	024 7623 1999
Alzheimer's Society Coventry	Supporting adults with a diagnosis of dementia and their families with the provision of information and advice and group-based support	024 7665 2602
Carers Trust Heart of England	One-stop shop for unpaid carers of all ages	024 7663 2972
Coventry & Warwickshire MIND	Support for people living with a mental health condition	024 7655 2847
Macmillan Cancer Support	Cancer Support Service	024 7696 6052

## Special Thanks To....

Marcin Sz

Paul

Roy

Carole

Paul

Kyle

Limbrick Place

Elaine & Roy

Jean & Susan

All the staff at Adult Social Care

## Contact Us

You can contact us about this report at:

[getinvolved@coventry.gov.uk](mailto:getinvolved@coventry.gov.uk)

For Adult Social Care Direct:

email: [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

Telephone: 024 7683 3003

More information about

Adult Social Care can be found at:

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



Cabinet

08 October 2019

**Name of Cabinet Member:**

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

**Director Approving Submission of the report:**

Deputy Chief Executive (People)

**Ward(s) affected:**

All

**Title:**

Corporate ICT Strategy

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**Is this a key decision?**

Yes - this decision is likely to be significant in terms of its effects on communities living or working in an area comprising 2 or more wards or electoral divisions in the area of the City.

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**Executive Summary:**

Over the past ten years there has been a significant shift in the digital technology we use within the organisation. This technology is now a fundamental and essential part of the running of our Council. Our recent technology initiatives culminated in the delivery of the Kickstart programme and the introduction of new digital tools and technologies to enable us to work in a more agile and modern way.

Building on the success of the previous ICT strategy we are now looking to further strengthen our approach by empowering services to really exploit the transformational opportunities that digital tools and technologies offer, directly supporting the One Coventry Council Plan by delivering the very best, easiest to use, efficient and innovative services to our citizens and customers

In line with our One Coventry approach we must look at how greater connectivity and collaboration with our partners will help us collectively address and tackle wider, whole system issues. The Corporate ICT Strategy attached to this report at Appendix 1 looks to underpin the organisations continued drive for efficiency and transformation through digitalisation. This will be supported by relaunching how the ICT and Digital service engages with our services and how we optimise the delivery of our technology services.

**Recommendations:**

The Cabinet is requested to:

- 1) Approve the Corporate ICT Strategy attached to this report at Appendix 1.

- 2) Note that the Corporate ICT Strategy and associated documents will be regularly reviewed and updated, following the present iteration, to reflect the needs of our customers, advances in technology and the ambitions of the Council.

**List of Appendices included:**

Appendix 1 – Corporate ICT Strategy

**Background papers:**

None

**Other useful documents**

None

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

No – however, a presentation on this matter was considered by Finance and Corporate Services Scrutiny Board (1) on 13<sup>th</sup> March 2019

**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: Corporate ICT Strategy

### 1. Context (or background)

- The previous ICT Strategy focussed on the delivery of the Kickstart Programme and all the activity surrounding the delivery of One Friargate. This revision of the ICT strategy looks to continue to underpin and enable the organisations continued drive for efficiency and transformation through digitalisation, making the most of the technology investments to date whilst continuing to innovate.
- For clarity, this ICT strategy is primarily focused on Coventry City Council and the technology that we use, the Digital Coventry strategy focuses on Coventry as a place and the wider region

### 2. Options considered and recommended proposal

2.1 The Corporate ICT Strategy sets out the direction the Council needs to take to offer a greater range of good quality digital services for our residents, businesses and staff. As individual programmes, projects and changes are developed; options and alternatives for each of these will be considered and assessed in full. The lack of a Corporate ICT Strategy would be a significant risk for an organisation which is so heavily dependent on technology. It would result in eventual legacy and out of support technology and vulnerable to cyber threats. No clear direction and strategy for the delivery of ICT & Digital services will risk projects not being co-ordinated effectively and we may not necessarily focus our resources on the correct priorities.

2.2 The vision of our Corporate ICT Strategy is based on two key principles:

- **Coventry-as-a-platform** – We aim for end-to-end interactions with us to be as simple and streamlined as possible. Any process complexity being hidden from our customers and shared across our partners.
- **Our Digital Workforce** – We aim to enable a workforce which has access to the right tools to do its job and is confident in maximising the use and benefits of technology in its daily work.

2.3 The strategy sets our 4 priority themes which provide focus to help deliver upon our vision. It is important to note that across all our themes the focus is to directly support the One Coventry Council Plan by delivering the very best, easiest to use, efficient and innovative services to our citizens and customers:

- **Engage** – We are re-establishing ICT business relationship management with services to ensure ICT & Digital empowers and enables individual service business plans. We look to work closer with our partners, peers and like-minded organisations to share learning, platforms and solutions.
- **Optimise** – We will ensure that the day-to-day operation and use of ICT is optimised in terms of availability, resilience, security and performance. We will do this through consolidating and modernising our technology estate. Reviewing service level agreements and our key performance indicators. We will optimise the systems we use in line with the local digital declaration to ensure that they work across the most popular, commonly used platforms. This will help ensure that integration with partners, peers, stakeholders and likeminded organisation is possible.
- **Empower** – We will ensure that our workforce, including our employee and elected member cohorts, have access to the right digital tools and skills to do their jobs in the

most efficient way. This will directly support, benefit and enhance the services we provide to our customers. We will do this by further developing the DigiKnow brand supporting digital skills. Continuing to modernise our technology estate and making greater use of our data warehouse and the organisational insight that this enables.

- **Transform** - We will support a digital process revolution across the organisation making the best, most innovative use of new technology. How we best serve our customers will be at the heart of our transformation and everything we do. We will do this by proactively assessing, incorporating and developing the latest technologies such as Artificial Intelligence, Machine Learning, Automation, Blockchain, Internet of Things (full details and jargon busting is available with the Corporate ICT Strategy as Appendix 1 to this report)

2.4 The strategy is set against a business context stemming from:

- **The Medium-Term Financial Strategy (2019 – 2022)** – Streamlined, modern processes and systems with staff that can make the best use of technology will significantly contribute to the efficiency and savings targets required.
- **One Coventry Council Plan (2016 – 2024)** – Streamlined, modern processes and systems with staff that can make the best use of technology will contribute to a culture of ongoing innovation and transformation in line with the One Coventry Council Plan aspirations
- **Coventry UK City of Culture (2021)** – Coventry is set to become the UK City of Culture in 2021. The ICT strategy and associated ICT & Digital service plan seeks to support all of the readiness and preparation activity required for 2021. It should also be noted that whilst the primary focus is readiness for the UK City of Culture, the City is also supporting events such as the Commonwealth Games (2022) and the European City Sport (2019). The ICT strategy seeks to support the readiness for the City to be chosen to run events which feature on the local, national and international stage.
- **Our Digital Coventry Strategy** - The Digital Coventry strategy sets out the Digital aspirations for the wider City. The ICT strategy and associated ICT & Digital Service plan fully supports the delivery of the Digital Coventry strategy and is closely aligned to the Digital Workforce theme.

2.5 Cabinet is recommended to approve the strategy to maximise the opportunities that ICT & Digital technology will deliver for the Council, for customers, for residents and for Coventry.

### 3. Results of consultation undertaken

3.1 None – although research has been carried out across ICT strategies of our national peer organisations and wider industry. The strategy has been developed in conjunction with briefings to our Finance and Corporate Services Scrutiny Board (1), Strategic Management Board and Corporate Leadership Team where feedback has been incorporated in the final document. The strategy has also been validated by Gartner the research and advisory company to ensure that it meets the current industry expectations of a forward-thinking ICT strategy.

### 4. Timetable for implementing this decision

4.1 Subject to approval it is proposed to adopt the strategy with immediate effect.

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

### **5.1 Financial implications**

Existing funding programmes, both revenue and capital are in place to support the revised ICT Strategy therefore there are no direct financial implications of adopting the strategy. The individual ICT & Digital programmes that support the Corporate ICT Strategy will be funded from the existing resources in the first instance, however, in some instances and for larger scale projects additional funding may be sort as required. This will be subject to the relevant business case and appropriate approval at that time.

It should also be noted that any significant changes to the expectation in the level of support currently available from ICT & Digital, for example, enhancing the “out of hours” support provision, will require additional revenue funding, again subject to business case and relevant approvals should this be required by the organisation.

### **5.2 Legal implications**

There are no legal implications arising out of the contents of this report.

Whilst there is no legal requirement for the Council to have a Corporate ICT Strategy, the strategy approved under this report will ensure that there is a document which governs the ICT & Digital estate which underpins all services provided by the Council, including statutory services. The ICT Strategy will be annually reviewed to ensure it remains fit for purpose and that technology can underpin the regulatory and legal requirements of the Council.

## **6. Other implications**

Any other specific implications

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

Adoption of this strategy aligns with and supports the One Coventry Council Plan as ICT & Digital changes create the opportunity for innovation and growth, improving the lives of Coventry residents and helping the Council to deliver outcomes in a more effective and efficient way, working with partners and residents. The strategy and associated ICT & Digital Service plan has been designed to directly support our One Coventry Council Plan key themes of:

- Globally connected
- Locally committed
- Delivering our priorities with fewer resources
- Managing performance and measuring progress

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

The Council has incorporated a risk management strategy in its governance procedures. ICT & Digital have proactive processes in place whereby risks are identified and managed in line with this strategy.

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

The revised strategy has a greater focus on supporting colleagues with the adoption of new technologies and integrating the ICT & Digital service more closely into the organisational

business planning activity. This will be done by developing our “DigiKnow” skills and adoption brand and offer further, supplemented by delivering a digital skill framework. We are also re-introducing business relationship management principles within ICT & Digital to work alongside services. There are no direct HR implications as a result of this report. HR impacts would be considered for each individual programme launched via the strategy.

#### **6.4 Equality and Consultation Analysis (ECA)**

As the strategy is an over-arching document it has been determined that an Equalities and Consultation Analysis is not required. The individual ICT & Digital programmes that support the Corporate ICT Strategy will cover the specific equality considerations that impact on their scope.

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

The actual impacts on the environment would be considered for each individual programme launched via the strategy. However, it is envisaged that the strategy, in conjunction with the Digital Coventry strategy, would promote positive impacts on the environment in several ways. For example, data from traffic monitoring or weather patterns from networked monitoring stations across our highway’s infrastructure could lead to informed decisions on traffic management that would reduce carbon emissions. There are increasing amounts of research which supports the evidence to suggest the positive environmental impact of increasing home working and agile working. The ICT strategy continues to support and promote agile working for all computer users. As part of our analysis for how our technology infrastructure is provided we also consider the environmental impact of each option.

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

There is no direct impact on partner organisations however, in line with our One Coventry approach, our corporate ICT strategy seeks to enable greater connectivity and collaboration with our partner organisation to assist with joined up responses to system/regional issues The Council also includes ICT & Digital in its commissioning and procurement activities.

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

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**Directorate:**

People

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Enquiries should be directed to the above person.

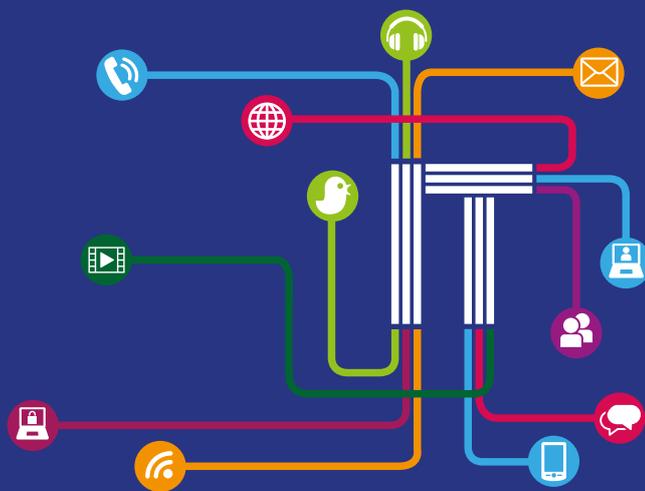
<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Lara Knight	Governance Services Co-ordinator	Place	08/08/2019	08/08/2019
Adam Simmonds	Lead Architect – ICT & Digital	People	07/08/2019	08/08/2019
Gary Griffiths	Engagement Lead – ICT & Digital	People	07/08/2019	08/08/2019
<b>Names of approvers for submission: (officers and members)</b>				
Finance: Ewan Dewar	Finance Manager (People)	Place	07/08/2019	19/08/2019
Legal: Oluremi Aremu	Major Projects Lead Lawyer	Place	07/08/2019	17/08/2019
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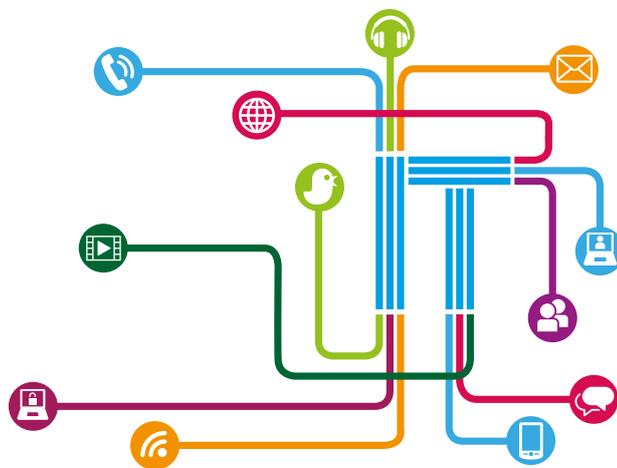
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# Corporate ICT Strategy





# Content



<b>1.</b>	<b>Introduction</b>	4
1.1.	<b>Purpose</b>	4
1.2.	<b>Scope</b>	4
<b>2.</b>	<b>Executive Summary</b>	4
2.1.	<b>Business Context</b>	5
<b>3.</b>	<b>Strategic principles</b>	6
3.1.	<b>Our vision</b>	6
3.2.	<b>ICT strategy themes</b>	9
<b>4.</b>	<b>Technology principles</b>	10
<b>5.</b>	<b>How and what will we deliver on this strategy?</b>	10
<b>6.</b>	<b>Jargon busting</b>	11

## 1. Introduction

### 1.1 Purpose

This document provides an overview of the ICT strategy for Coventry City Council.

### 1.2. Scope

The objective of this document is to:

- Describe the ICT vision for Coventry City Council.
- Demonstrate the close link between the ICT strategy and the council's business priorities.
- Describe the key strategic areas required to realise the vision and align ICT with the business.

The scope and ambition of this strategy is based on innovation, strengthened governance and working together across all services and partners to achieve its objectives.

## 2. Executive Summary

Over the past ten years there has been a significant shift in the digital technology we use within the organisation. This technology is now a fundamental and essential part of the running of our Council. Our recent technology initiatives culminated in the delivery of the Kickstart programme and the introduction of new digital tools and technologies to enable us to work in a more agile and modern way.

Building on the success of the previous ICT strategy we are now looking to further strengthen our approach by empowering services to really exploit the transformational opportunities that digital tools and technologies offer, ensuring that we are able to offer the very best service to our customers. Whilst we have bold ambitions for our digital tools and technologies, we will continue to have a robust and proactive approach to our cyber-security measures. Protecting our technology estate, data and our users from cyber-threats (such as hackers attempting to gain unauthorised access to our data or damage our network) will remain a top priority. We remain engaged regionally and nationally in cyber security activity. We align closely to the work of the National Cyber Security Centre (NCSC) with regards to our approach to cyber-security.

In line with our One Coventry approach we must look at how greater connectivity and collaboration with our partners will help us collectively address and tackle wider, whole system issues. This strategy looks to underpin the organisations continued drive for efficiency and transformation through digitalisation. This will be supported by relaunching how the ICT and Digital service engages with our services and how we optimise the delivery of our technology services.

This ICT strategy is complementary to our Digital Coventry strategy but, by design, whilst closely aligned, they are not a single strategy. Our ICT strategy gives specific focus to Coventry City Council and the technology that we use as an organisation whereas the Digital Coventry strategy focuses on Coventry as a place and the wider region.

For more information or for any queries regarding this strategy, please contact:

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## 2.1. Business Context

The ICT strategy for Coventry City Council is based on the requirements stemming from:

### Medium Term Financial Strategy (2019 – 2022)

This sets the financial context for the organisation and describes the budget challenges we face. The ICT strategy is designed to support the organisational wide transformation and digitalisation agenda working towards addressing the budget challenges.

### One Coventry Council Plan (2016 – 2024)

The council plan sets out our vision and priorities for the city. The ICT strategy and associated ICT & Digital Service plan has been designed against the key themes of:

- Globally connected
- Locally committed
- Delivering our priorities with fewer resources
- Managing performance and measuring progress

### Coventry UK City of Culture 2021 and beyond

Coventry is set to become the UK City of Culture in 2021. The ICT strategy and associated ICT & Digital service plan seeks to support all of the readiness and preparation activity required for 2021. It should also be noted that whilst the primary focus is readiness for the UK City of Culture, the City is also supporting events such as the Commonwealth Games (2022) and the European City Sport (2019). The ICT strategy seeks to support the readiness for the City to be chosen to run events which feature on the local, national and international stage.

### Digital Coventry

The Digital Coventry strategy sets out the Digital aspirations for the wider City. The ICT strategy and associated ICT & Digital Service plan fully supports the delivery of the Digital Coventry strategy and is closely aligned to the Digital Workforce theme.

Our strategy is influenced by wider industry or national initiatives stemming from:

### The Local Digital Declaration

This has been co-created by a growing community of organisations, co-ordinated by the Ministry of Housing, Communities and Local Government, working together with a shared vision to deliver more user-centred, cost-effective local public services through open, collaborative and reusable work.

### Government Technology Innovation Strategy

Published June 2019 this is a strategy which indicates how central government is planning to innovate service through the use of emerging technologies.

### Government Transformation Strategy

Published February 2017 this is a strategy which indicates how central government plans to use digital to transform services and the relationship between citizen and state.

### National Cyber Security Strategy 2016 to 2021)

Published November 2016 this is strategy which indicates how the government plans to address national cyber security and resilience

It should be noted that technology is only one component of change: it can only deliver expected organisational benefits and savings in conjunction with:

- Business processes that are efficient and take a “digital-by-design” approach. This means that our processes are fundamentally transformed to take full advantage of the tools, techniques and technologies that the internet-era has to offer.
- Adoption of new ways of working by the end user be that employee, customer or partner organisation

### 3. Strategic principles

#### 3.1. Our vision

The vision for our ICT strategy is made up of two key principles, both of which focus on building on the technology foundation created by previous versions of this strategy.

Our first principle is:

#### Coventry-as-a-platform



End-to-end interactions with us are simple and streamlined as possible. Any process complexity is hidden from our customers and shared across our partners.

We will align with the Local Digital Declaration



As referenced above, this strategy is influenced by the **Local Digital Declaration** of which Coventry City Council are a signatory.

The principles of the declaration are:

- redesign our services around the needs of the people using them
- break our dependence on inflexible and expensive technology that doesn't join up effectively, in favour of modular common components and open data standards
- design safe, secure and useful ways of sharing information to build trust among our partners and citizens
- demonstrate digital leadership, creating the conditions for genuine organisational transformation
- embed an open culture that values, incentivises and expects working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice

We will align with the principles of the Local Digital Declaration. We should aspire for all our services to be redesigned to take full advantage of the latest and greatest digital tools and technology available. In doing so we should look to learn from the very best, most useable digital services that people use in their day-to-day lives, bringing those principles to our services.

We are labelling this “Coventry-as-a-platform” as we will strive for end-to-end interactions with us being as simple and streamlined as possible. Any process complexity should be hidden from our customers and shared across our partners.

We will do this by:

- Using shared and common components such as a standard payment or booking platform as an example. Where components already exist nationally or regionally (or even internationally) these will be considered first for adoption.
- Providing the platforms to enable streamlining of business processes. Allowing them to be redesigned as digital by design making the best use of technology, automating as much as we can.
- Maximising the use of the data we hold ensuring it is accurate, secure and can enrich the end user experience.

Our second principle is:

## Our Digital Workforce



Enabling a workforce which has access to the right tools to do its job and is confident in maximising the use and benefits of technology in its daily work

This principle is closely aligned with the corresponding theme of the Digital Coventry strategy.

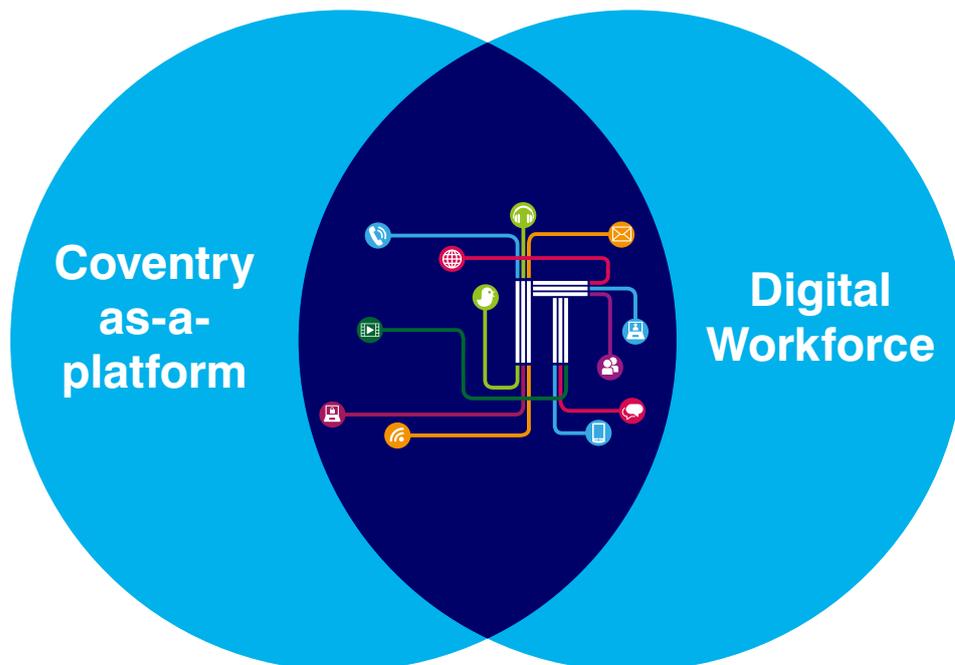
We need to continue a rapid change in culture and mind-set to demonstrate a clear commitment to embracing IT innovation and to provide a clear vision for a more digital future; one that offers a vibrant and exciting environment for not only for our current workforce, but the up-and-coming generation of digital talent.

We will do this by:

- Providing the right technology and devices so that teams can work in different places and can access the systems they need, when they need to.
- Simplifying processes and systems for the benefit of customers and teams.
- Supporting our employees at every level of the organisation to gain or maintain the digital skills, confidence and commitment to adopt a digital by design approach.
- Encouraging and enabling collaborative working across boundaries to deliver services and meet customer needs.

These two strategic principles complement each other in the delivery of a successful, transformational ICT service.

Coventry-as-a-platform seeks to streamline and modernise our processes and systems with our Digital workforce principle ensuring staff have the relevant skills and tools to make the best use of the technologies available.



These principles support our current business context as below:

#### Medium Term Financial Strategy (2019–2022) & One Coventry Council Plan (2016–2024)

Streamlined, modern processes and systems with staff that can make the best use of technology will significantly contribute to the efficiency and savings targets required. It will also contribute to a culture of ongoing innovation and transformation in line with the One Coventry Council Plan aspirations.

#### Coventry UK City of Culture 2021 and beyond

Having a successful, transformational ICT service and a suitably skilled workforce will directly contribute to the success of the city readiness activity for UK City of Culture and beyond.

#### Digital Coventry

Providing staff with the right technology, devices, skills and confidence, fully supports the delivery of the Digital Coventry strategy and is closely aligned to the Digital Workforce theme.

### 3.2. ICT strategy themes

Based on our vision, this is what we need to do to achieve our objectives. This has been split into themes, each of which, has an evolving roadmap of activity supporting it. The themes will not only address organisational pressures but also be driven and updated by wider technology industry demands and trends. It is important to note that across all our themes the focus is to directly support the One Coventry Council Plan by delivering the very best, easiest to use, efficient and innovative services to our citizens and customers.

Our themes are:

<b>Engage</b>	
Keeping our finger on the pulse of the organisation	We are re-establishing ICT business relationship management with services to ensure ICT & Digital empowers and enables individual service business plans. We look to work closer with our partners, peers and like-minded organisations to share learning, platforms and solutions.
<b>Optimise</b>	
Technology services will work when we need them and how they are needed to work. The stability and security of our technology estate and data will continue to be a priority	We will ensure that the day-to-day operation and use of ICT is optimised in terms of availability, resilience, security and performance. We will do this through consolidating and modernising our technology estate. Reviewing service level agreements and our key performance indicators. We will optimise the systems we use in line with the local digital declaration to ensure that they work across the most popular, commonly used platforms. This will help ensure that integration with partners, peers, stakeholders and like-minded organisation is possible..
<b>Empower</b>	
Helping the organisation make the best use of our technology services. Enabling wider, whole system issues to be addressed through greater collaboration and connectivity with partners	We will ensure that our workforce, including our employee and elected member cohorts, have access to the right digital tools and skills to do their jobs in the most efficient way. This will directly support, benefit and enhance the services we provide to our customers. We will do this by further developing the DigiKnow brand supporting digital skills. Continuing to modernise our technology estate and making greater use of our data warehouse and the organisational insight that this enables.
<b>Transform</b>	
Partnering to help transform our processes and culture in the context of the opportunities of the internet era	We will support a digital process revolution across the organisation making the best, most innovative use of new technology. How we best serve our customers will be at the heart of our transformation and everything we do. We will do this by proactively assessing, incorporating and developing the latest technologies such as Artificial Intelligence, Machine Learning, Automation, Blockchain, Internet of Things etc.

## 4. Technology principles



**Our Corporate Technology Standards** shows details of the specific technical standards for the technology of the organisation. These directly support the following overarching technology principles

### Most appropriate technology provision

Technology services be that systems, infrastructure or platforms will be provided in the most appropriate way. A cost, benefit and risk analysis will be undertaken for provision decisions including our resilience and availability requirements, alongside reviewing the environmental impact of how the technology is provided. Cloud services are a preference but must pass the cost, benefit and risk test.

### Digital innovation

We will adopt a healthy risk management approach with regards to Digital innovation actively seeking out new approaches to our technology. All innovations must be able to demonstrate that they will increase efficiency or offer new business models.

### Ready for a modern digital world

Services that are customer facing will be digitally enabled with an ICT & Digital service that can support the 24/7 nature of digital self-service.

### Technology consolidation

Technology services will be provided from much fewer, but fit for purpose, up to date and standardised systems, solutions and infrastructures.

### Data to allow us to always improve our outcomes

Duplication and inefficiency will be removed by streamlining, standardising and cleansing our datasets, making sure that data can be presented accurately, clearly and that it can flow between systems where required – taking full advantage of our data warehouse

### Security by design

Data and information security will be at the heart of everything we do along with our ever evolving and advancing strategies and activities to protect us from cyber threats.

## 5. How and what will we deliver on this strategy?



Due to the amount of change required and the pace at which technology evolves, this strategy and associated activity roadmaps and plans need to be continually updated, managed and monitored. This is required to ensure that the roadmap and technology direction of travel remains relevant and in line with the organisational needs. The **ICT & Digital Service Plan** will be updated quarterly, linking through to associated project and programme documentation. It will be the centralised location for updates against ICT roadmap activity.

With this revision of the strategy we are also introducing a focus on what we are calling Business Digital Enablers.

Technology is one of the foundations to digital transformation. However, transformation, business change or service redesign cannot be delivered through technology alone. The benefits of digital technologies stem from how they are integrated with people and processes, leading to business change and innovation.

But given the speed of innovation in the digital marketplace, keeping pace with change and understanding how they can enable service transformation is difficult.



Our **Business Digital Enablers** document looks at the current digital technologies available to business and service areas. It is intended as a reference guide to structure strategic decisions with services on how to integrate these digital technologies in to their future service delivery models. We will update this document quarterly in line with the ICT & Digital Service Plan.

## 6. Jargon Busting

We appreciate that technology strategies can use phrases or terms that might not be very familiar. We have tried to keep the jargon to a minimum but below is a table which seeks to explain some of the more technical terms we have used.

### Artificial intelligence

This describes development of systems and computers that can independently think and learn like humans do. Examples of artificial intelligence include customer facing chat bots where customers visit a website and can interact, via a chat window, with an artificial intelligence engine that appears to be a customer services agent by answering questions and providing advice.

### Blockchain

Blockchain technology is a way of transferring data or records (blocks) in a very secure and transparent way. One of the best known examples of Blockchain is BitCoin and cryptocurrency. There are lots of potential use cases for Blockchain. At present HM Land Registry is investigating if it could improve the land registration and property buy-sell process using the technology, and the Department of Work and Pensions is assessing if it could help benefit claimants to manage their money.

### Cloud

This describes the delivery of different services or systems through the internet rather than servers installed on our own local network. Examples of cloud technologies include Office 365 (our email, intranet, skype for business).

### DigiKnow

This is Coventry City Council's Digital Adoption/Training/ Skills brand for staff.

### Information & Communication, Technology (ICT)

ICT is a term used to describe the technology used in the processing of information or providing communication functionality. The term Information Technology (IT) is also commonly used. In general ICT is a description covering end user devices (laptops, printers, phones etc.), the systems we use, and all the infrastructure behind the scenes that makes all of our computers work (servers, databases, our network, Internet connections etc.)

### Internet of Things (IoT)

This describes connecting devices such as sensors or "smart" appliances to the internet and letting them communicate with us, each other or other applications. Examples of Internet of Things includes connected bin sensor to report when bins are full, connected animal traps to report when traps have been triggered and air quality sensors. These are all pilots that are currently in progress across the organisation.

### Machine learning

This describes the development of systems and computers that can be programmed to perform specific tasks without specific instructions, but they learn from patterns within the data they are processing. Examples of machine learning include improving data quality by machine learning reviewing large sets of data to find and highlight anomalies or errors.





Cabinet  
Council

8<sup>th</sup> October 2019  
15<sup>th</sup> October 2019

**Name of Cabinet Member:**

Cabinet Member for Policy and Equalities – Councillor AS Khan

**Director Approving Submission of the report:**

Deputy Chief Executive (Place)

**Ward(s) affected:**

All

**Title:**

Greenspace Strategy April 2019 – March 2024

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**Is this a key decision?**

Yes – The proposals within the report will have a city-wide effect.

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**Executive Summary:**

The importance of Local Authorities developing a strategy for greenspaces is well recognised and key to ensuring that our parks and greenspaces continue to meet transforming needs and demands placed on them such as social and economic changes and that they keep providing value and benefit to our diverse communities into the future.

The City Council's second Greenspace Strategy terminated on the 31st March 2018 after a period of ten years during which it delivered a number of significant achievements. A new greenspace strategy has now been developed which builds on the foundations set by the previous strategy and its successes setting the scene for the management and development of the City's parks and open spaces for the next 5 years.

The strategy has been developed through a number of defined stages which includes a review of national and local policy influencing green provision, an assessment of greenspace quality, quantity and accessibility within the City, stakeholder consultation of the review of the findings, analysis and evaluation.

A number of recommendations are presented which seek to improve the safety, use and access of greenspace, address deficiencies in both the quantity and quality of greenspace, develop partner engagement and income generation and contribute positively to increased biodiversity.

From the recommendations a five-year action plan has been produced which will enable the identification of priorities and progress on the implementation and delivery of the strategy to be monitored and tracked.

This report seeks endorsement of the 'Coventry Green Space Strategy' and that Members delegate responsibility to the Head of Streetpride and Greenspace to deliver actions identified within the Strategy.

**Recommendations:**

Cabinet is requested to recommend to Council to:

- 1) Note that the draft Greenspace Strategy has been considered by the Business, Economy and Enterprise Scrutiny Board (3) and the Board's recommendations have been approved by the Cabinet Member for Policing and Equalities and incorporated within the draft strategy document.
- 2) Approve the adoption of the Coventry Greenspace Strategy 2019 – 2024
- 3) Approve the Coventry Greenspace Strategy 5-year action plan.
- 4) Delegate authority to the Head of Streetpride and Greenspaces to deliver the actions identified within the strategy.

Council is recommended to:

- 1) Note that the draft Greenspace Strategy has been considered by the Business, Economy and Enterprise Scrutiny Board (3) and the Board's recommendations have been approved by the Cabinet Member for Policing and Equalities and incorporated within the draft strategy document.
- 2) Approve the adoption of the Coventry Greenspace Strategy 2019 – 2024
- 3) Approve the Coventry Greenspace Strategy 5-year action plan.
- 4) Delegate authority to the Head of Streetpride and Greenspaces to deliver the actions identified within the strategy.

**List of Appendices included:**

Appendix A – Full Draft Strategy

**Background papers:**

None

**Other useful documents**

None

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

Yes – this matter was considered by the Business, Economy and Enterprise Scrutiny Board (3) on 28<sup>th</sup> June 2019. The Board's recommendations have been agreed by the Cabinet Member for Policing and Equalities and incorporated into the draft Strategy document.

**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 – 15<sup>th</sup> October 2019

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## **Report title: Greenspace Strategy 2019 - 2024**

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

- 1.1. At its meeting held during September 2008 the Council approved its second Greenspace Strategy which covered a ten-year period terminating on the 31st March 2018.
- 1.2. There is now increasing tangible evidence which demonstrates how the City's Green Spaces including all of our parks, recreation grounds, playing fields, children's playgrounds, ornamental gardens, golf courses, and woodlands directly contribute to our people's health and wellbeing. In addition to the health benefits they help create thriving communities providing significant opportunities to develop and enhance the social, recreational, environmental, educational and economic wellbeing of our community.
- 1.3. The importance of Councils developing a strategy for greenspaces is well recognised and promoted as good practice by a number of notable bodies including The Design Council (formally CABI Space) and Mayor of London's Open Space Strategies Best Practice Guidance. Social and demographic changes, reductions in government spending and budgets affecting parks and open spaces along with environmental changes such as the impacts of global warming and the strains on wildlife, policy changes and changes in greenspace provision has meant that the city is in a different place than it was 10 years ago. The role and importance of our greenspace is increasing, and we must ensure that it continues to meet the changing needs and demands placed on it and provides value and benefit to the community into the future.
- 1.4. Through its action plan the Greenspace Strategy adopted by the City Council in 2008 delivered a number of significant achievements. These include an increased level of customer satisfaction with the city's greenspaces, an increase in the number of voluntary groups supporting parks, the achievement of 6 national awards, the establishment of successful partnerships, improvement made to over 60 park sites, an increase in the number of sites designated as important to wildlife, the production of management and maintenance plans and considerable success in obtaining external income amongst many other achievements. The 2019 - 2024 Strategy replaces the previous version and builds on those achievements setting the scene for the management and development of our greenspaces over the next 5 years.
- 1.5. The revised strategy has been developed through a number of stages, including:
  - Policy Review
  - An assessment of greenspace quality, quantity and accessibility
  - Stakeholder Consultation
  - Analysis and Evaluation
  - Recommendations and Action Plan
- 1.6. To ensure the revised greenspace strategy is both effective and robust a review of both national and local policy was undertaken and considered as part of the strategy development. Relevant recommendations, guidelines and principles were taken into account and reflected in the strategy. This included the National Planning Policy Framework, Communities and Planning 2012 with particular reference to the quality of greenspace provision and the need to undertake local needs assessments for open space provision. Tackling inactivity, investing in young children, encouraging strong local collaboration and innovation and sharing best practice was drawn from Sport England's Strategy "Towards an Active Nation 2016".

- 1.7. Coventry's 2017 Local Plan includes a number of key objectives relating to open space and relevant to the revised greenspace strategy. These include creating a greener cleaner city, improving the quality and design of spaces to provide attractive and sustainable clean environments, improving health and wellbeing through access to quality health provisions, encouraging healthy lifestyles including activities such as walking and cycling and supporting safer communities ensuring open spaces are designed to reduce opportunities for crime and fear of crime. Coventry's Health & Wellbeing Strategy (2016 – 2019) recognises the city's status as a Marmot City and sets out 3 key priorities. This includes working together to reduce health and wellbeing inequalities, improving the health and wellbeing of individuals with complex needs, and developing integrated health and care systems supporting and enabling people to live their lives well. The city's Green spaces have an important part to play in the delivery of the Health and Wellbeing agenda. Other local strategies considered include Coventry's Sports Strategy (2014 – 2024) and Coventry's Playing Pitch Strategy (2019). Aims included the provision of high quality, accessible sporting opportunities and experiences. Prioritisation of playing pitches, improved maintenance and development of pitch stock.
- 1.8. An assessment of the quantity, quality and accessibility of the City's greenspace was undertaken to inform the strategy and provide the robust evidence needed in making Section 106 claims in relation to housing developments. A greenspace typology was used to classify the greenspace in accordance with their primary purpose and followed Coventry's Local Plan designations of Formal, Informal and Functional space. Greenspaces were also classified within a hierarchy according to their significance. These classifications are City, District, Neighbourhood and Local sites. A further designation was applied according to each sites level of public accessibility and defined as Unrestricted, Limited and Not Accessible.
- 1.9. Only those areas of open space greater than 0.1 hectares were included in the data analysis. 650 individual green spaces sites were recorded totalling nearly 2000 hectares. Full details of sites analysed are given in the draft strategy in Appendix A. The proportion of green space by type is shown in 4.2 of the draft strategy document. Interestingly despite the urban nature of the City, natural and semi-natural green space accounts for nearly all green space.
- 1.10. An assessment of accessibility indicated that two thirds of green space across the city, some 430 sites had no restrictions on public access with almost all the remainder having at least some limited public access. Only 2% of the recorded green space had no public access. The sites with limited access tended to be sports clubs, allotments or school grounds. Section 4.2 of the draft strategy document details the unrestricted greenspace provision. This again indicates that both natural and semi-natural greenspace provision remains prominent.
- 1.11. There is considerable variation in the amount of greenspace by ward across the city. Residents of Henley and Wainbody wards can access over 100 hectares of green space, whereas those living in Upper Stoke, Lower Stoke, Radford and Foleshill Wards have access to provision significantly below the ward average of 62.3 hectares. Overall across the city, the average level of provision is 3.05 hectares per 1,000 population. There is however significant variation in the quantity of provision by ward with Henley Ward having the greatest level of provision at 6.02 hectares per 1000 population and Foleshill Ward the lowest at 0.50 hectares per 1000 population.
- 1.12. A quality assessment was undertaken on 223 spaces based on criteria derived from the Green Flag Award, a recognised national standard and giving an indication of relative quality. The assessment found that the average quality score was 43 out of 100.

Cemeteries and churchyards achieved the highest scores with natural and semi-natural green space attracting the lowest. Interestingly the highest average scores were given for control of dogs and the lowest for conservation of landscape features. Those sites associated with voluntary groups such as friends groups had higher average scores. Overall there appeared to be little correlation between deprivation and greenspace quality with residents of all wards enjoying good access to high quality greenspaces.

- 1.13. Consultation was undertaken in 2 phases. The first included a Household Survey with questionnaires being sent to 5,000 households randomly selected throughout the City, a total 549 postal returns were received (10.9%) and 698 online surveys received. In addition, efforts were made to seek the views of hard to reach groups through a Positive Image Festival Group Survey to boost responses from Black, Minority and Ethnic (BME) groups and a Childrens and Young People survey. Two stakeholder workshops were held and included representation from Public Health, Planning, Sport England and the Greenspace & Heritage Forum as well as a number of face to face meetings.
- 1.14. A number of key findings emerged from the consultation. The City's parks and open spaces are well used and valued. Most people walked to parks and greenspaces. There was a strong recognition that they enhance health and wellbeing and their quality of life. The main reasons for visiting included fresh air, walking and jogging, enjoy nature and taking the kids to the play facilities. There were however a number of barriers to use which were recognised. These included dog fouling, places not feeling safe, perceptions of anti-social behaviour, lack of facilities and access overall. Satisfaction with greenspace was typically high however and considered to be good quality although there was low satisfaction amongst young people with regards to provision for teenagers.
- 1.15. The consultation identified a number of improvement priorities. The highest included more and better seating, more wildlife habitats, better dog control and measures to address dog fouling, improved toilet and catering facilities and better provision for children and young people. In terms of maintenance priorities grass cutting, repairs to paths, children's play area maintenance and looking after wildlife were highlighted.
- 1.16. The second phase of the consultation included two further stakeholder workshops to provide feedback on the findings and assisted in developing the strategy vision, aims, identify key issues and the draft recommendations forming the 5-year action plan. The public were also invited to comment on the draft strategy which also formed part of the phase two consultation.
- 1.17. The draft strategy document has been considered by the Council's Scrutiny Board 3 and eleven recommendations were made which have been approved by the Cabinet Member for Policing and Equalities and have been reflected and incorporated into the draft strategy.
- 1.18. The Strategy presents a number of key recommendations which revolve around key themes. These seek to:
  - Ensure parks remain safe and vibrant spaces to visit, supporting community use and make an important contribution to the delivery of the City of Culture programme.
  - Address barriers to use and encourage greater usage and value through the better reporting and recording of anti-social behaviour including issues relating to the management and maintenance of greenspaces and dog fouling and control.
  - Increase park use, promoting greenspace as venues for activities, developing event and activity programmes, creating community hubs and community champions and provide facilities that appeal to all sections of the community.

- Address deficiencies in the quality, quantity and accessibility of greenspace and playing pitch provision through the adoption of local standards, improve community access to education facilities, increase provision for young people.
  - Address deficiencies in greenspace and quality of facilities through the development of local standards and measure changes delivered through the strategy.
  - Establish effective partnerships to safeguard and enhance biodiversity assets, promote and improve access to green corridors and canals and associated features, creation of flower rich habitats which support invertebrates and implement the Councils Tree Strategy.
  - Support and work with Friends and other voluntary community groups. Fostering the development of new groups and assisting with community led events, securing external funding and opportunities for community asset transfers.
  - Maintain the existing Green Flag Awards and continue to develop management and maintenance plans for greenspaces improving biodiversity and accessibility to greenspace.
  - Establish a robust framework to secure developer contributions in order to maintain and improve greenspace and to explore diverse external funding streams to increase income.
- 1.19. A five-year action plan has been produced which will enable the identification of priorities and progress on the implementation and delivery of the strategy to be monitored and tracked. The action plan is shown in section 7.3 of the draft Strategy document.

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

- 2.1. Option 1 - The option to do nothing and not develop and implement a strategy for the future management and development of the City's greenspaces has been considered and rejected.
- 2.2. Option 2 - The City Council requires a Green Spaces Strategy in order to maximise the use of public parks and open spaces and ensure that they continue to meet the changing needs, demands and aspirations of the City's communities. It will provide the robust framework required to evidence and support developer contribution, other external funding, help to inform policies and proposals and provides a framework for setting the priorities for investment and management action. The option that the strategy is adopted for the City is recommended.

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

- 3.1. In the development of the strategy extensive consultation has been undertaken including household and on line surveys. Additional surveys were also undertaken in order to seek the views of hard to reach groups. Stakeholder workshops were held and included representation from Public Health, Planning, Sport England and the Greenspace & Heritage Forum as well as a number of face to face meetings. Details of the consultations and a summary of the results are outlined in the report

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

- 4.1. Subject to the strategy's approval it is anticipated that it will become effective from 1<sup>st</sup> April 2020
- 4.2. Copies of the Green Space Strategy will be available for distribution from 1<sup>st</sup> April 2020

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

### **5.1. Financial implications**

The strategy was commissioned from Community First Partnership. Consultant costs have been met from existing budgets.

There is an annual budget of c£8.36m for Streetpride & Parks activities. It is not anticipated that there will be any pressure arising as a result of implementing this decision as the action plan will be built into the operational plan and resources allocated accordingly. External funding, e.g. grant support and developer contributions, will be sought for delivery of the specific actions contained in the plan as well as utilising third party and voluntary sector organisations.

### **5.2. Legal implications**

The comprehensive and robust evidence gathered in the development of the Greenspace Strategy will inform Coventry's Supplementary Planning document (SPD) which looks to protect and enhance green space and sets out existing and proposed local standards for the provision of green space in the city and how these standards are applicable to specific locations. These documents focus on all types of green space found throughout the city. These include formal and informal greenspace, equipped play facilities, and other open land as well as green corridors that connect these areas.

## **6. Other Implications**

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

Parks and green spaces are highly valued by the citizens of Coventry and contribute greatly to improving the quality of life to those that live and work in the city, helps address health inequalities and provides valuable wildlife habitats.

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

Risk will be managed through the existing Place directorate risk profile.

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

None

### **6.4. Equalities / EIA**

In the development of the Greenspace Strategy an Equalities Impact Assessment was undertaken

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

The strategy seeks to ensure that the City's greenspaces are maintained to deliver positive outcomes biodiversity, safeguarding and enhancing biodiversity assets and that we protect and enhance the City's rich heritage of trees.

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

Many parts of the service are delivered in partnership with other organisations such as Warwickshire Wildlife Trust and Groundwork, Coventry and Warwickshire as well as

community groups. It is essential that communication started with the development of the strategy is maintained through the delivery work.

In order for the Strategy to be successful, assistance from the voluntary sector will be required to improve green space across the City.

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# Coventry City Council

## Green Space Strategy

### 2019-2023



people spaces places





people spaces places



Coventry City Council

# Coventry Green Space Strategy

2019 – 2023

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# Coventry Green Space Strategy

## 2019 - 2023

### Contents

Executive Summary.....	1
1 Introduction.....	6
2 Why a green space strategy?.....	8
3 Context .....	14
4 Current green space provision.....	28
5 Consultation and community needs.....	55
6 Analysis and findings.....	61
7 Delivering the Strategy.....	85
8 Monitoring and evaluation .....	97

### Appendix A – Proposed Local Standards for Green Space

### Appendix B – List of consultees

## Executive Summary

This is the revised Green Space Strategy for Coventry for the period 2019/20 to 2023/24. The Strategy builds upon the earlier ten-year Green Space Strategy published in 2008. The previous Strategy formed the framework against which significant achievements were delivered including investment in children's play, more spaces being managed positively for wildlife, greater community involvement with 30 friends or volunteer groups now working with the park service, the achievement of five Green Flag Awards, the delivery of large scale investment in War Memorial Park and Coombe Country Park supported by external funding and achieving a national award for the wildflower planting on key highways verges and within selected parks. These achievements, along with other factors, has led to a significant increase in the use of green spaces in Coventry, reflecting the national picture.

Improvements have been delivered against a backdrop of reducing resources and significant budget reductions. This strategy recognises the changed economic circumstances and the recommendations set out have been developed in this context. However, this is an exciting time for Coventry with European City of Sport 2019 and Year of Wellbeing 2019 leading into City of Culture 2021 presenting opportunities for parks and green spaces to continue to play a significant role in the lives of residents.

This strategy has been developed through extensive research and data capture to update the green space mapping dataset, public consultation and two phases of stakeholder and community workshops to identify issues and potential solutions and to look at priorities for the future. The city's Green Space and Heritage Forum has also been involved in discussion at key points. A Council Task and Finish Group has also shaped the brief for the strategy and received updates about the progress of the strategy and the Council's Business, Economy and Enterprise Scrutiny Board has also overseen the development of the strategy. The Strategy has been subject to internal consultation with Council officers across a range of service areas and this strategy has been through a formal public consultation exercise.

Open Space is defined as:

“All open space of public value, including not just land, but also areas of water (such as rivers, canals, lakes and reservoirs) which offer important opportunities for sport and recreation and can act as a visual amenity”<sup>1</sup>.

Green space is a subset of open space that includes vegetated land or water within an urban area such as parks and (public) gardens, playing fields, children’s play areas, nature reserves, woods and other natural areas, grassed areas, cemeteries and allotments along with green corridors like paths, disused railway lines, rivers and canals. Green space does not include agricultural land, private gardens or civic spaces that are part of the built landscape. Green Belt and green space are not synonymous, since the former is a specific planning designation to prevent urban sprawl by keeping land permanently open.

The Vision for the 2018 Green Space Strategy is:

Coventry City Council will work in partnership to ensure that green spaces in Coventry are high quality, safe and accessible and contribute to the health, wellbeing and quality of life of local people.

The Green Space Strategy recognises and promotes the multi-functional nature of green spaces and aims to ensure that, going forward, green spaces are well managed and maintained, accessible and contribute to cross-cutting agendas within the city, including:

- providing accessible spaces for play, sport and informal recreation
- improved physical and mental health and wellbeing and contributing to a reduction in childhood obesity
- more active and healthy lifestyles
- increased community cohesion
- as venues for community and commercial events
- contributing to the heritage and cultural offer in the city
- active transport initiatives including safe, traffic free routes

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<sup>1</sup> NPPF (2019)- Glossary

- improving air quality, contributing to carbon capture and offering opportunities for sustainable urban drainage solutions and flood relief and mitigating against climate change
- sustaining and improving biodiversity and providing opportunities for contact with nature
- improved quality of life.

The Green Space Strategy recognises the important role that Coventry City Council has to play both as a significant landowner but also offering a leadership role that affects the delivery of green space services and the quality of life of residents. This strategy endorses the partnership approach already adopted by the Council and recognises the regular and significant contribution of local communities as volunteers, members of friends groups and other organisations to maintaining and improving green spaces in the city and seeks to encourage more participation in the future.

Green spaces are important for Coventry's residents. A questionnaire-based survey, distributed to 5,000 households across the city and also offered online, generated 1244 responses. The survey found that that seven in ten people (70.4%) visit green spaces at least once a week (three out of ten daily). Over nine in ten people agreed that parks and green spaces enhance their health and wellbeing; improve quality of life; and have a positive impact on the local community. Satisfaction with green spaces is also high with over 70% of respondents to the survey satisfied or very satisfied with parks and gardens. However, satisfaction levels with other types of space, notably children's play and provision for teenagers and young people was significantly lower.

Whilst destination sites are important, many people visit green spaces within their local area. Two thirds of respondents (61.3%) to the survey take less than ten minutes to travel to their most used park or green space. This strategy and planning policy recognise this finding and the principle is carried through to the recommendations and proposed local standards for green space provision.

The Strategy also recognises that there are barriers to using and accessing green spaces and that further work is required to address perceptions of anti-social behaviour, personal safety, dog fouling and access issues relating to volumes of traffic, busy roads and safety concerns for cyclists. Further investment is also required to improve the quality and facilities of some green spaces.

The Green Space Strategy is underpinned by new research, with extensive mapping and classification of green spaces across the city. This allows the supply of green spaces to be better understood and the process adopted has been designed to inform the planning process and provide the evidence base for adopting local and national standards and securing developer

contributions to address deficiencies in the quantity, accessibility and quality of green spaces. Whilst many areas of the city overall benefit from a good supply of green spaces, and therefore good accessibility, there are deficiencies in some wards. Many wards also have limited access to specific types of green space such as natural and semi-natural green space or outdoor sports facilities. The approach to mapping and classifying green spaces and the conclusions about the supply and accessibility of green spaces is set out in some detail in section 4 of this Green Space Strategy. The consultation findings in section 5 also bring in perceptions of the city's residents with respect to the supply and accessibility of green spaces.

The quality of green spaces across the city has been assessed using a methodology based upon the Green Flag Award – the national quality award for parks and green spaces. A total of 233 spaces were visited and assessed, providing an overall quality score, as well as scores for specific criteria such as litter, standards of grounds maintenance and management for biodiversity. Like the supply and distribution of green spaces, the quality assessment found a significant variation across the city, with quality scores ranging from five to 89 (maximum possible score 100). Overall the average quality score was 43, which whilst lower than the Green Flag pass mark of 66, compares favourably with other local authority areas in the region. Parks and gardens were the highest quality spaces with an average quality score of nearly 57, with cemeteries and churchyards scoring an average of 53. Whilst some wards across the city performed significantly better than others, there are high quality spaces in each ward, meaning that most residents have access to a high quality green space near where they live. More detailed analysis is set out in section 4 of this Strategy. The quality assessment should be repeated in year 5 of the delivery of the strategy to measure change against the 2017 baseline and to provide updated evidence for planning policy purposes.

This Green Space Strategy sets out 62 recommendations for action over the next five years. These recommendations are linked to the aims of the Strategy:

- providing accessible spaces for play, sport and informal recreation
- more active and healthy lifestyles, improved physical and mental health and wellbeing and contributing to a reduction in childhood obesity
- increased community cohesion
- contributing to the heritage and cultural offer in the city
- active transport initiatives including safe, traffic free routes
- sustaining and improving biodiversity and green infrastructure
- securing additional resources.

The recommendations are included in the action plan in section 7. This Strategy advocates the delivery of the recommendations through a partnership approach. Coventry City Council can

demonstrate a long-standing track record of partnership and works with a range of community based and voluntary sector organisations, other local authorities across the region and a range of delivery partners. There is also partnership working with other green space managers such as housing associations and the two universities. This reflects the key messages that emerged from the two phases of community workshops that were delivered to inform the development of the Strategy.

This Green Space Strategy has been developed based on budgets having been reduced significantly over recent years and looking forward, whilst further cost savings may need to be made, that the financial position is expected to be relatively stable. Currently the green space service receives around £300,000 annually from developer contributions through the planning process for improvements to improve the quality, accessibility and carrying capacity of existing green spaces. The adoption of Local Standards and updating of planning policy is expected to ensure that these contributions can be maintained and grown over future years.

There is also the opportunity for green space assets to be used more effectively to generate income to help sustain the service. A review is currently underway and once completed annual targets will be set for income generation.



# 1 Introduction

## 1.1 *Structure of document*

This Green Space Strategy is structured around a number of chapters:

- Introduction – describes the process of developing the strategy
- Why? – sets out the needs for a green space strategy and outlines the scope
- Context – provides background to Coventry and then looks at the national and local policy context relating to green spaces
- Current Green Space Provision – describes the approach to recording and classifying green spaces
- Consultation – summarises consultation processes and findings
- Analysis and Recommendations – draws upon the earlier sections of the strategy to set out recommendations for the future and their justification
- Delivery – sets out how the strategy will be delivered including the action plan
- Monitoring and evaluation – sets out how the strategy will be reviewed during delivery and evaluated at the end of the timeframe.

## 1.2 *Developing the Strategy*

This Strategy has been developed through a process of reviewing the previous Green Space Strategy produced in 2008, extensive research and data capture to update the green space mapping dataset, public consultation and a review of previous consultation, and two phases of stakeholder and community workshops to identify issues and potential solutions and to look at prioritisation. The city's Green Space and Heritage Forum has also been involved in discussion at key points in the development of this strategy. A Council Task and Finish Group has shaped the brief for the strategy and received updates about the progress of the strategy and the Council's Business, Economy and Enterprise Scrutiny Board has also overseen the development of the strategy. The Strategy has also been subject to internal consultation with Council officers across a range of service areas and this strategy has also been out to public consultation.

A list of the organisations that have contributed to the strategy are included in Appendix B.

### **1.3 Our Vision**

The vision set out in the 2008 strategy was:

To provide attractive, high quality, accessible green spaces that are well maintained, safe, clean and are important to local people. This will be achieved through clear, open and robust planning policies that ensure that green space contributes to local character and plays an important role in everyday life of residents, whilst supporting the regeneration of the city”.

This Vision whilst containing many elements was reviewed early in the development of this strategy including discussion at the initial stakeholder workshops. The 2008 Vision was found to not adequately address the health and wellbeing agenda that are now a much higher priority than in 2008. In addition, it did not recognise biodiversity and the role of partnerships and community participation that are now more significant factors in Coventry. In addition, Coventry has been awarded European City of Sport for 2019 and 2019 will also be Year of Wellbeing proposed by The Coventry and Warwickshire Place Forum to raise the profile of health and wellbeing opportunities for everyone. Furthermore, Coventry will be City of Culture in 2021.

The Vision proposed for this Green Space Strategy is therefore:

Coventry City Council will work in partnership to ensure that green spaces in Coventry are high quality, safe and accessible and contribute to the health, wellbeing and quality of life of local people.

### **1.4 Timescales**

The previous Green Space Strategy covered a period of ten years to 2018. Local government across the country and Coventry has seen significant change over the past decade. This is likely to continue in the foreseeable future, so consequently this Green Space Strategy will focus on a shorter timeframe of five years from 2019 to 2023.



## 2 Why a Green Space Strategy?

### 2.1 The Benefits of Green Space

High quality parks and public spaces create economic, social and environmental value. They are also highly valued by local people. Research carried out by CABE Space suggests that 85% of people surveyed felt that the quality of public space and the built environment has a direct impact on their lives and the way they feel<sup>2</sup>.

Research published by HLF in the State of UK Parks 2014 found:

- 2.6 billion visits made to UKs parks each year
- 54% of adults use parks at least once per month
- 83% of households with children under 5 visit their park at least once a month
- £30 million raised annually by friends / user groups.

Subsequently the follow up report State of UK Parks 2016 found that:

- Parks used regularly by 37 million people in UK
- 57% of adults use parks at least once per month
- 83% of households with children under 5 visit their park at least once a month
- £50 million raised annually by friends / user groups
- £70 million value of volunteering.

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<sup>2</sup> CABE (2002) - Streets of Shame. Summary of findings from 'Public Attitudes to Architecture and the Built Environment'.

In terms of economic benefits, there is evidence that high quality green spaces have positive impacts upon property prices, are good for business and being close to public space adds economic value<sup>3</sup>.

Safe, clean spaces encourage people to walk more and therefore offer significant health benefits. Parks and green spaces offer places for sport, recreation and relaxation, benefitting physical health and mental wellbeing. There is a substantial body of evidence that demonstrates access to good quality local spaces can help people live longer and green spaces can provide solutions to redress worsening public health.<sup>4</sup>

Green spaces can also bring significant community benefits as places to play, encouraging neighbourliness and social inclusion and as a venue for events that bring people together<sup>5</sup>.

Networks of linked green spaces and green corridors can encourage cycling and lower dependency on the car, reducing levels of traffic. Coventry despite its high density development in parts of the city is well served by green corridors with the Rover Sowe Corridor and the canal network providing important routes for people and wildlife. Other projects seek to make the River Sherbourne more accessible.

The network of Public Rights of Way: bridleways and public footpaths provide important links between green spaces and residential areas and allow access to the many woodlands within Coventry. The role of Public Rights of Way is recognised by this Green Space Strategy but are not explicitly covered by the analysis.

The environmental and economic benefits of green spaces are well understood: open spaces improve air quality, provide sustainable urban drainage solutions and can help mitigate against climate change, whilst trees cool air and provide shade<sup>6</sup>. Green spaces are also important areas for wildlife and biodiversity and provide opportunities for local people to experience nature first hand.

Parks and green spaces are the most accessible and well used leisure and recreational facilities across the country and within Coventry. The Coventry Green Infrastructure Strategy recognises the

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<sup>3</sup> CABE Space (2005) - Does money grow on trees?

<sup>4</sup> Sustainable Development Commission (2008) - Health, Place and Nature: How Outdoor Environments Influence Health and Wellbeing - A Knowledge Base

<sup>5</sup> GreenSpace (2004) – Your Parks, The Benefits of Parks and Green Space

<sup>6</sup> Trust for Public Land (2008) - How Much Value Does The City Of Philadelphia Receive From Its Park And Recreation

value of green spaces in contributing to the image and environmental quality of the city and enhancing people's mental and physical wellbeing.

## **2.2 *The Need for a Green Space Strategy***

The previous Green Space Strategy covered a period of ten years to 2018. Much has changed since the original strategy was developed in 2008:

- New local plan and local planning policy
- Green space improvements and investment has improved the quality of many spaces
- Greater community involvement has had a positive impact on green space
- Some loss to development and also creation of new spaces
- Different economic and funding environment
- Other policies and strategies have changed – the health and wellbeing agenda is increasingly important and alignment with new priorities is required
- New opportunities such as those offered by European City of Sport 2019, Year of Wellbeing 2019 and City of Culture 2021.
- Renewed international and national focus on climate change and the commitment in 2019 by the UK government to become carbon neutral by 2050.

## **2.3 *The Scope of the Strategy***

Whilst the National Planning Policy Framework has resulted in significant change to national planning policy and guidance, there is a gap in planning documentation relating to green space. Therefore, we refer to earlier national guidance in Planning Policy Guidance 17 (PPG17) Planning for Open Space, Sport and Recreation (2002) which specifies that open space should be taken to mean: 'all open space of public value, including not just land, but also areas of water such as rivers, canals, lakes and reservoirs which offer important opportunities for sport and recreation and can also act as a visual amenity.' It should be noted that above ground sustainable urban drainage systems (SuDs) with permanent water, such as attenuation ponds, are included in this definition and can bring benefits in terms of drainage and flood alleviation, biodiversity and landscape value.

Green Space is a subset of the wider classification of Open Space and excludes areas of public space such as civic squares that are predominantly built development. In addition, green space does not include private residential gardens or incidental areas, such as road verges, or streets (unless these form part of a link in the open space network).

This strategy is concerned with green space within Coventry and includes all green space within the city (and key sites such as Coombe Country Park that lies outside) regardless of ownership. Through the classification process the strategy considers the level of public accessibility of these green spaces.

The scope of the Coventry Green Space Strategy:

- The strategy covers a five-year period from 2019/20 to 2023/24;
- Includes all green space (including public open space and community open space) that exceeds a size threshold of 0.1ha.
- Private residential gardens or incidental areas, such as road verges, or streets, are outside the scope of the strategy, as per national and regional guidance.
- To provide an evidence base to inform the planning process.
- To provide recommendations for the adoption of Local Standards relating to the quantity, quality and accessibility of future green space provision based on the principle of no net loss of green space.
- Support the Council's s106 and CIL planning obligations, policy and guidance, by providing the necessary evidence base for where new or improved facilities are needed.
- Inform future decision making, especially the funding of capital and maintenance expenditure programmes.
- To raise the profile of parks and green spaces and to demonstrate the commitment of the Streetpride and Greenspaces team to contributing to wider Council priorities.
- To inform service delivery and set out recommendations for Coventry City Council and partners organisations to deliver over the timeframe of the strategy.
- Provide a framework for all those involved in raising standards of green space management in Coventry.

## 2.4 Recent Achievements

The 2008 Green Space Strategy has been reviewed as part of the process of developing this Strategy. The review found that overall 72% of recommendations achieved / partially achieved from the 2008 Strategy.

Key achievements have included:

1. increased level of customer satisfaction with green space. Annual consultation carried out at ranger events & by the Insight team shows satisfaction levels are increasing.
2. promotion of the development of friends groups. Ranger teams are promoting and supporting friends and volunteer groups and they are now engaged with 30 such groups across the city.
3. development of the Green Space and Heritage Forum – 30 groups now involved across the city.
4. achieving national awards – 5 sites hold the Green Flag Award.
5. achieving national awards – In Bloom - Coventry City Centre achieved a gold award & won the City Centre category in 2013.
6. achieving a Gold Award in the Green Apple Awards in 2014 for the Pictorial Meadows introduced along highways verges, traffic islands and selected parks. Currently 20,000 square metres of land are managed in this way for biodiversity and visual impact.
7. protecting our green spaces - Fields in Trust chose to launch their Century Fields Initiative from the War Memorial Park making it the first designated Century Field Park in the country.
8. developing new partnerships – the Coventry on the Move in Parks project has seen investment in waymarked walking routes in 44 parks and green spaces across the city. Options for subsequent phases of delivery building on these initial successes are currently in operation.
9. delivering improvements in parks – Over 60 sites improved since 2008 with Heritage and Big Lottery, S106 and Council funding.

10. management of more green space - 40 new sites transferred to Park Service portfolio from the asset management team with a further phase still to come. Six new sites adopted from housing developments.
11. delivery of the Playbuilder programme with investment of £440,000 in nine sites.
12. all play areas brought up to current standards achieving the British / European Standard BS EN1176.
13. production of Management and Maintenance Plans – 5 Green Flag sites plus 6 other key green spaces have management plans.
14. improved information about green spaces through changes to the Council website.
15. improved signage for key parks and green spaces.
16. increased use of allotments by people with disabilities.
17. increased political awareness of the value of green spaces to Coventry.
18. increased the capacity of community groups to deliver projects in parks.
19. increased the amount of volunteer participation in parks and green spaces. In 2016/17, 210 volunteers working with the Ranger team contributed over 1,100 hours and over the same period 148 volunteers contributed over 800 hours at Coombe Country Park. In addition, friends groups across the city contribute thousands of hours annually.
20. improved environmental management – green waste recycling performance has been improved. Pesticide use has been reduced. Peat free compost used for planting and bedding schemes.
21. more spaces designated as important for wildlife – the number of Local Wildlife Sites has increased from 41 in 2008 to 68 in 2016.
22. increase in the amount of land positively managed for biodiversity – wildflower creations on 20,000 m<sup>3</sup> of highway verges and other grassland.



## 3 Context

### 3.1 About Coventry

Coventry has a population of 316,900 people (as recorded by the 2011 Census) and as such is the 11<sup>th</sup> largest city in the UK (based on population). Recent population estimates (2017 Mid-Year Estimates) suggest that Coventry's population has increased to over 360,000.

The average age in Coventry is 33.5 years which is significantly lower than England's average of 40. A quarter of the population are aged under 25. Coventry is a diverse city with 26% of the population from Black and Minority Ethnic groups.

Based on the Indices of Multiple Deprivation, Coventry is amongst the most deprived fifth of all local authorities England. At a more local level, some wards are among the most deprived in the country. There is also considerable variation between different wards in the city, and high levels of inequality, which is reflected by variation in life expectancy and health outcomes.

The Office for National Statistics recognises Coventry as the fastest growing city outside of Greater London, with job creation continuing to grow and the city's two universities thriving. This growth builds upon decades of economic reinvention and diversification, with the city now home to Jaguar Land Rovers global headquarters as well as key head offices for Peugeot and Severn Trent.

The city has campuses for the University of Coventry and The University of Warwick and both institutions own and manage green space including sports grounds.

Coventry, located in the West Midlands, is well connected by road, rail and other transport networks. Coventry City Centre is 20 minutes from Birmingham city centre by train, and a review of population data and travel times would suggest that there are approximately 1 million people resident within 30 minutes travel time of Coventry City Centre.

## **3.2 Policy Context**

### *3.2.1 National Policy*

#### **National Planning Policy Framework, Communities and Local Government, 2012**

The National Planning Policy Framework (NPPF) was published on 27 March 2012 and set out the government's planning policies for England and how these are expected to be applied. During the development of this strategy, a consultation process on revisions to the National Planning Policy Framework was carried out and the revised NPPF was published on 24 July 2018.

The NPPF retains the 'presumption in favour of sustainable development', which is defined by five principles as set out in the UK Sustainable Development Strategy:

- living within the planet's environmental limits
- ensuring a strong, healthy and just society
- achieving a sustainable economy
- promoting good governance
- and using sound science.

Town centres are recognised as integral to communities and as such their viability, vitality and competitiveness should be supported. Local plans should define the extent of town centres and their primary shopping areas and set policies to define which uses will be permitted in such locations.

The NPPF makes explicit that local plans should encourage brownfield sites to be brought back into effective use, as long as the site is not of high environmental value. Local authorities are able to set local targets for the use of brownfield land.

Areas of land designated as part of the Green Belt, Sites of Special Scientific Interest, National Parks and other protected sites will not be overridden by the presumption. The NPPF recognises the "intrinsic character and beauty of the countryside", whether designated or otherwise.

The published NPPF (2018) offers protection for open space and paragraph 97 states that:

“Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- a) an assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- b) the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- c) the development is for alternative sports and recreational provision, the benefits of which clearly outweigh the loss of the current or former use”.

The NPPF also places a strong emphasis on the need for local authorities to undertake local needs assessments for open space, sport and recreation to ensure that there is adequate sports provision.

Communities are able to designate land as Local Green Space through local and neighbourhood plans subject to specific criteria being met.

### **Sport England: Towards an Active Nation, Strategy 2016-2021**

In December 2015 the Government published *Sporting Future: A New Strategy for an Active Nation*. The strategy sets a bold and ambitious direction for sport policy and looks beyond simple participation to how sport changes lives and becomes a force for social good. At its heart are five outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

This strategy sets out how Sport England will put this policy into practice. The key changes they are making are:

- focusing more money and resources on tackling inactivity because this is where the gains for the individual and for society are greatest.
- investing more in children and young people from the age of five to build positive attitudes to sport and activity as the foundations of an active life.
- helping sport to keep pace with the digital expectations of customers.
- working nationally and encouraging stronger local collaboration to deliver a more joined-up experience of sport and activity for customers.

- working with the sector to encourage innovation and share best practice particularly through applying the principles and practical learning of behaviour change.

### 3.2.2 Local Policy

#### **Coventry City Council Local Plan, 2017**

This Local Plan sets out Coventry's blueprint and vision to enhance its position at the centre of the Coventry and Warwickshire Sub-region and contribute towards the West Midlands engine for growth.

The plan reports that current predictions project Coventry's population 'to grow by in excess of 89,000 people between 2011 and 2031'. This projected population growth has resulted in an Objectively Assessed Need (OAN) for 42,400 homes in addition to approximately 215 ha of employment land and 106,000 m<sup>2</sup> of retail floor space. There is also an estimate of 12,000 (600 per annum) affordable homes 'which are to be provided as a proportion of total need and from within the existing housing stock'. An updated Strategic Housing Land Availability Assessment (SHLAA) highlighted that the city can accommodate between 24,600 and 25,000 homes. Policy DS1 states: "However 'it is not possible to deliver all of this additional development land within the city boundary', hence the Council 'will continue to work actively with neighbouring Councils through the Duty to Co-operate to ensure that appropriate provision is made elsewhere within the Housing Market Area'".

The Local Plan embraces this growth and identifies land for new homes, new jobs and new retail and community uses. For the first time in over 50 years the Council is planning proactively for the removal of land from the city's Green Belt to help facilitate growth and development as well as creating high quality urban and natural environments for those wishing to live and work in Coventry. This includes two significant urban extensions to the north and west of the city. This growth will also be supported by new, high quality infrastructure to combat congestion and transport issues, provide new high quality public green spaces, continue to invest in the city's ever-improving education system and enhance the health facilities and opportunities required to support all aspects of the city's population.

#### Vision, Strategy and Objectives

The overarching vision of this Local Plan reflects the Council's wider corporate plan (The Council Plan).

The Council has utilised a range of previous consultation activity and evidence to help formally shape the vision and objectives for Coventry. The table on page 10 of the plan identifies key objectives which inform and support the overarching vision, extracts relevant to the GSS are shown below:

Local Plan Objectives	Sub Objectives	Supporting Policies
5. Creating an attractive, cleaner and greener city.	<ul style="list-style-type: none"> <li>• Protect and conserve the irregular pattern of the public footpath network and characteristic feature of roads and lanes.</li> <li>• To achieve a significant improvement in the quality of design, maintenance and accessibility of buildings and spaces in all parts of the city in order to provide a cleaner, sustainable and attractive built, historic and green environment.</li> <li>• Protect and enhance the city’s most sensitive and highest quality green spaces.</li> </ul>	Policy GB1, Policy GE1, Policy GE2, Policy GE3, Policy GE4, Policy DE1, Policy HE1, Policy HE2.
8. Improve the health and wellbeing of local residents.	<ul style="list-style-type: none"> <li>• Create a smoke free Coventry.</li> <li>• Improve access to high quality health provisions where they are most needed.</li> <li>• Encourage healthy and active lifestyles.</li> <li>• Encouraging walking and cycling.</li> </ul>	Policy HW1, Policy AC1, Policy AC4, Policy EM1, Policy EM2, Policy EM3, Policy EM6.
9. Support safer communities.	<ul style="list-style-type: none"> <li>• Ensuring that new developments, open spaces, residential and business areas are designed in ways that reduce the opportunities for crime.</li> <li>• Ensure high quality design also helps reduce the fear of crime.</li> </ul>	Policy DE1.

Table 1 – Local Plan Objectives

There is a chapter within the plan entitled 'Green Belt and Green Environment', this establishes a new approach to how Coventry’s green environment will be planned, maintained, protected and enhanced. It presents opportunities to create more sustainable development and patterns of growth that will help meet Coventry’s development needs, whilst seeking to protect the city’s highest value and most sensitive green spaces. The chapter also covers all aspects of the city’s green

environment including the Green Belt, green spaces, environmental designations and protected trees. This section directly refers to and links in with the Coventry GSS.

### Green Belt

The city has two distinctive types of Green Belt – the open countryside of Ancient Arden on its western boundary, predominantly used for agriculture and quiet, passive leisure; and Green Belt corridors, which are extensive and continuous tracts of open land that extend through the built-up area of the city, to and from the countryside beyond. Of greatest prominence is the wider Green Belt that encircles the city, helping prevent urban sprawl and ensuring Coventry does not merge with surrounding towns, villages and cities. The growth pressures facing Coventry has meant that there has been a strong need to explore the most sustainable and appropriate opportunities to expand the city and a number of development options have been identified within the city's Green Belt.

### Green Environment

This section states that high quality and well-connected green infrastructure has the potential to make Coventry a much more attractive and prosperous city, and a healthier place to live, work and enjoy, with multiple benefits for the economy, the environment and people. It cites local networks of high quality and well-managed open spaces help to create urban environments that are attractive, clean and safe, and can play a major part in improving people's sense of wellbeing.

Green infrastructure will also have an important role to play in helping the city adapt to climate change. This will include moderating urban temperatures, storing excess rainfall, increasing surface porosity to ease drainage, providing shade via tree canopies, and providing green oases in urban areas.

### Policy GE1 Green Infrastructure confirms that:

The Council will protect green infrastructure based on an analysis of existing assets, informed by the Green Infrastructure Study and Green Space Strategy by incorporating the Council's Green Space Standards, and characterisation assessments.

New development will be expected to maintain the quantity, quality and functionality of existing green infrastructure. Where quantity is not retained, enhancement to quality is expected. Where the opportunity arises, and in line with the city's most up-to-date Green Space Strategy, the



Council will also expect new developments to enhance green infrastructure, and create and improve linkages between individual areas.

The plan refers to the long-term vision for green infrastructure in Coventry, as outlined in the Green Infrastructure Study, which is the provision of a city-wide network of high quality, well managed and well connected, multi-functional green space, delivering a wide range of benefits to those living, working and visiting the city, and improving the attractiveness of the city as a whole. The suite of green infrastructure assets is classified under three overarching categories of 'formal', 'informal' and 'functional', as follows:

- Formal - urban parks, country and regional parks, formal and private gardens, institutional grounds (for example schools and hospitals), outdoor sports facilities and civic squares and spaces.
- Informal - recreation spaces and playing fields, play areas, village greens, urban commons, incidental green space, natural and semi-natural spaces including woodlands, hedgerows, scrub, meadows, wetlands, open and running water, and bare rock habitats, rivers and canals including their banks, road and rail corridors and verges, cycling routes and rights of way, national and local nature reserves and locally designated sites for nature conservation and historic landscapes, archaeological and historic sites.
- Functional - allotments, community gardens, city farms, orchards, roof gardens, urban edge farmland, cemeteries and churchyards, sustainable urban drainage schemes and flood storage areas.

The plan states that green infrastructure is considered equal to all other forms of infrastructure and will be viewed as a critical element in the determination of planning applications. The regulations state that where open space is created within developments, it will be of a high and lasting design quality which seeks to minimise on-going maintenance pressures. Its efficiency will be maximised through the designing in of multiple functions, including biodiversity, sustainable drainage, natural shading, informal recreation, adventure play, art appreciation and organised sports. The layout of this open space will also support the existing green infrastructure network.

This section concludes that the green infrastructure network will be accessible, useable and useful for both people and wildlife and that it will be a key contributor to Coventry's aim to be a more sustainable city and its actions against climate change and help the city to project a positive and attractive image.

Policy GE2 Green Space confirms that:

Development involving the loss of green space that is of value for amenity, recreational, outdoor sports and/or community use will not be permitted unless specifically identified as part of a strategic land use allocation, or it can be demonstrated that:

- a) An assessment showing there is no longer a demand, or prospect of demand, for the recreational use of the site or any other green space use; or
- b) A deficiency would not be created through its loss, measured against the most up-to-date Coventry Green Space standards; or
- c) The loss resulting from any proposed development would be replaced by equivalent or better provision.

Policy GE3: Biodiversity, Geological, Landscape and Archaeological Conservation confirms that:

Sites of Special Scientific Interest (SSSIs), Local Nature Reserves (LNRs), Ancient Woodlands, Local Wildlife and Geological Sites will be protected and enhanced. Proposals for development on other sites, having biodiversity or geological conservation value, will be permitted provided that they protect, enhance and/or restore habitat biodiversity.

Development proposals will be expected to ensure that they:

- a) lead to a net gain of biodiversity, where appropriate, by means of an approved ecological assessment of existing site features and development impacts.
- b) protect or enhance biodiversity assets and secure their long-term management and maintenance.
- c) avoid negative impacts on existing biodiversity.
- d) preserve species which are legally protected, in decline, are rare within Coventry or which are covered by national, regional or local Biodiversity Action Plans.

Policy GE4: Tree Protection confirms that:

Development proposals will be positively considered provided:

- a) there is no unacceptable loss of, or damage to, existing trees or woodlands during or as a result of development, any loss should be supported by a tree survey.
- b) trees not to be retained as a result of the development are replaced within with new trees as part of a well-designed landscape scheme.
- c) existing trees worthy of retention are sympathetically incorporated into the overall design of the scheme including all necessary measures taken to ensure their continued protection and survival during construction.

Policy H3: Provision of New Housing confirms that:

1. New residential development, including opportunities for self-build homes and starter homes, must provide a high quality residential environment which assists in delivering urban regeneration or contributes to creating sustainable communities and which overall enhances the built environment.
2. In addition, opportunities to provide self-build homes and starter homes will be considered acceptable as part of limited infill within existing ribbon developments within the Green Belt where it is demonstrated that they do not have an adverse impact upon the openness and integrity of the wider Green Belt.
3. A suitable residential environment will include safe and appropriate access, have adequate amenity space and parking provision and be safe from environmental pollutants such as land contamination, excessive noise and air quality issues.
4. Wherever possible new developments should also be within:
  - a) 2km radius of local medical services;
  - b) 1.5km of a designated centre within the city hierarchy (policy R3) ;
  - c) 1km radius of a primary school;
  - d) 1km of indoor and **outdoor sports facilities**; and
  - e) 400m of a bus stop
  - f) 400m of **publicly accessible green space**.
5. Proposals should also be in conformity with all other relevant plan policies.

6. Sustainable transport provision and the infrastructure required to support housing development must be considered from the onset, to ensure all sites have easy access to high quality public transport and walking and cycling routes.
7. The delivery of self-build homes will be supported where they meet the criteria of this policy.

### **Coventry Health & Wellbeing Strategy, 2016 – 2019**

This strategy is the city's overarching plan for reducing health inequalities and improving health and wellbeing outcomes for Coventry residents. It sets out our three year vision for health and wellbeing, and the strategic priorities which have been identified to support this vision.

The strategy for 2016-2019 focuses on three priorities in order to make a difference to the lives of Coventry people. These are as follows:

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

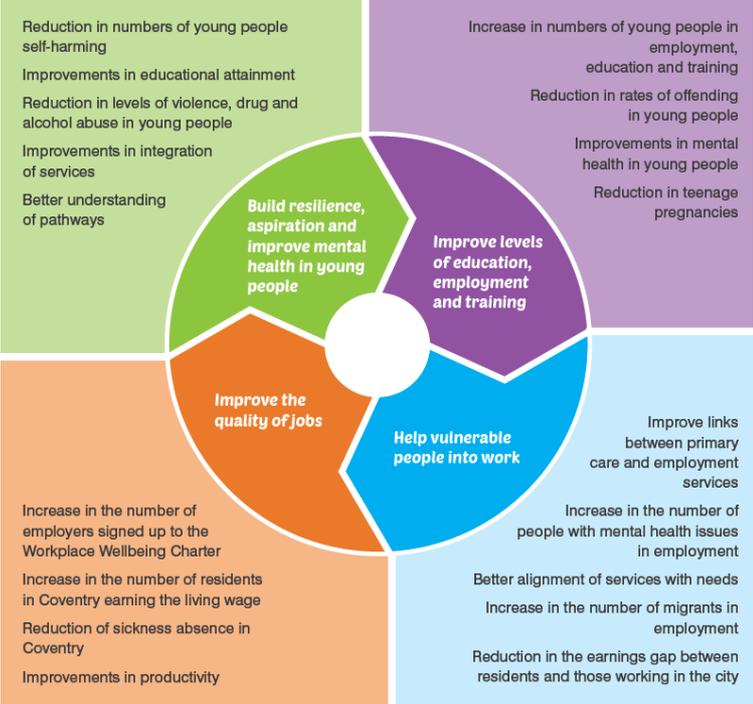
The Health and Wellbeing Strategy will be refreshed in 2019 and supported by a move to a place based Joint Strategic Needs Assessment.

Further work has also been carried out through Health Protection Strategy – Air Quality workstreams and the potential to link active travel plans to parks and green spaces.

**Coventry: A Marmot City (Coventry Health & Wellbeing), 2016 – 2019**

Coventry became a Marmot City in 2013. Being a Marmot City has brought together partners from different parts of Coventry City Council and from other public sector and voluntary organisations, whose decisions and activities have an impact on health. The Marmot principles aim to reduce inequality and improve health outcomes for all.

The Marmot strategy summary is depicted in the pictogram below:



**Coventry Sports Strategy, 2014 – 2024**

The Sports Strategy outlines the vision and the strategic rationale for continued investment in sport within the city. The mission as set out in this strategy is "To develop a more active, inclusive and vibrant Coventry through positive experiences through sport".

The vision aims are:

1. To inspire more people in the city to take up and regularly take part in sport.
2. To provide a wide range of high quality and exciting sporting opportunities and experiences.
3. To inspire more people to volunteer, coach and be facilitators of sport.
4. To identify and support talented athletes to reach their sporting potential.
5. To provide a range of modern, accessible and high quality sports facilities.
6. To attract high profile sporting events to the city and to celebrate sporting achievement.
7. To grow and promote sport in the city through effective partnerships.
8. For sport to make Coventry a better place to live, work and visit.

Over the last ten years, more than £28 million has been invested in improving sports and leisure facilities in the city, including the opening of the Alan Higgs Centre, the Moat House Leisure and Neighbourhood Centre and the Xcel Leisure Centre. Improvements in parks and open spaces, represents a further £1.2 million worth of investment and this has included the tennis courts at the War Memorial Park and pitch and changing provision at both the War Memorial Park and Holbrooks Park.

### **Coventry Playing Pitch Strategy (2018 Refresh)**

The Coventry Playing Pitch Strategy and Action Plan (PPS) provides a clear, strategic framework for the protection, maintenance, and improvement of existing playing pitches and ancillary facilities, and the investment in new playing pitches and ancillary facilities.

This Strategy is developed from research and analysis of playing pitch provision and usage in Coventry and it provides:

- A vision for the future improvement and prioritisation of playing pitches (including ancillary facilities).

- A series of generic management objectives which provide a strategic framework for the improvement, maintenance, development and, as appropriate, rationalisation of the playing pitch stock.
- A series of sport by sport objectives which provide a strategic framework for sport led improvements to provision.
- A prioritised area-by-area action plan (where action is deemed necessary to maintain or improve quality).

The study assesses current and future needs and demands for playing pitches, seeks to protect enhance and improve existing playing pitch stock, provides an evidence base to update planning policy to ensure adequate provision in relation to new housing developments., informs planning applications that affect the loss of pitches and outdoor sports facilities, provides an evidence base to support future funding bids and improve community access to educational and privately owned pitches.

The PPS sits within the context of an eight-point Sports Vision for Coventry. The following aims for the PPS are set out:

- To address quantitative deficiencies to meet existing and future demand – by rectifying shortfalls through improvements to current pitch stock and establish a framework to inform planning application negotiations that involve the loss of playing fields.
- To address issues of quality and management with regard to facility provision – by addressing overplayed sites and adopting a tiered approach (hierarchy of provision) to the management and improvement of sites.
- To maximise access to all outdoor facilities and in particular increase access to educational facilities.
- To maximise investment into playing pitches and ancillary facilities.

A tiered model approach to the management of sports facilities was developed and includes the following tiered site criteria:

- Strategic sites - hub sites that bring financial, social and sporting benefits. Initial investment could be required in the short term and identified in the Action Plan.
- Key centres - football venues catering for both senior and youth matches; such as Eastern Green Recreational Ground. Some financial investment is necessary to

improve the ancillary facilities to complement the pitches in terms of access, flexibility and quality. They should be designated as medium priority for investment.

- Club/education sites - sites which are hired to clubs for a season or leased on a long term basis; such as Chace Avenue and Coventry Blue Coat School. Pitch improvements in most cases relate to installation and / or improving drainage works on sites.
- Reserve sites - could be used for summer matches/competitions, training or informal play. They could be single-pitch sites with limited usage, or have no recognised current usage.

The site by site action plan seeks to address key issues identified in the assessment report and provides recommendations based on current levels of usage, quality and future demand and the potential of each site for enhancement. The action plan in the document is to be delivered over a ten year period, however, the strategy and action plan recommends a number of priority projects for Coventry, to be implemented.



## 4 Current Green Space Provision

### 4.1 Approach and methodology

An assessment of the quantity, quality and accessibility of green space in Coventry has been carried out to inform the development of this Strategy. The initial 'audit' stage followed the guidance set out in PPG17 : Planning for Open Space, Sport and Recreation and the companion guide : Assessing Needs and Opportunities.

Through the green space audit, the 2008 Green Space Strategy mapping dataset has been reviewed and significantly updated. The 2008 dataset was found to only be a partial dataset that recorded green space with unrestricted access and predominantly those spaces in Coventry City Council ownership. A number of spaces have also been lost to development over the ten years since the previous strategy. In addition, the Council has also gained green space through development, acquisition and other redevelopment.

The revised green space dataset has been updated with reference to mapping data from other providers such as Whitefriars Housing, Ordnance Survey Open Greenspace mapping and using other datasets held by the Council. The dataset has been reviewed and rationalised by Council Parks staff and has been cross checked on the ground by the quality assessment process.

A green space typology as set out in the table below has been used to classify all types of green space according to their primary purpose. The strategy recognises that green spaces are multi-functional but a single classification according to the primary purpose has been used to ensure consistency and that spaces are only recorded once. The green space typology is set out in the table below.

Level 1 Typology	Primary Purpose	Coventry Local Plan Designation
Parks and gardens	Includes urban parks, formal gardens and ornamental areas offering accessible, high quality opportunities for informal recreation and community events.	Formal
Natural and semi-natural green spaces	Includes country parks, publicly accessible woodlands, urban forestry, grasslands, commons and wetlands for wildlife conservation, bio-diversity and environmental education and awareness.	Informal
Green Corridors	Linear routes such as river banks and corridors, towpaths, cycle routes and other connected routes for walking, cycling or	Informal

Level 1 Typology	Primary Purpose	Coventry Local Plan Designation
	horse riding, whether for leisure purposes or travel, and opportunities for wildlife migration.	
Outdoor sports facilities	Natural and artificial surfaces for sport and recreation offering opportunities for participation in outdoor sports, pitch sports, tennis, bowls, athletics or countryside and water sports. Includes school playing fields and golf courses.	Formal
Amenity green space	Informal green space often found in housing areas or adjacent to highways providing opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas.	Informal
Provision For Children And Young People	Areas designed primarily for play and social interaction involving children and young people, such as equipped play areas, ball courts, skateboard areas and teenage shelters. Play spaces often form part of a larger spaces, such as parks and gardens, which may be used to designate the primary purpose. All play spaces have also been recorded on a separate mapping layer.	Formal
Allotments and Community Gardens	Designated areas offering opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion. Excludes private gardens.	Functional
Cemeteries and Churchyards	Cemeteries, churchyards and crematoria grounds providing quiet contemplation and burial of the dead, often linked to the promotion of wildlife conservation and biodiversity. Also includes closed burial grounds used for informal recreation.	Functional

Table 2 Green space typology

All green spaces have also been classified according to their significance in a hierarchy. The hierarchy is applied across all green space types.

Hierarchy level	Description
City	The most significant green spaces acting as destination spaces and attracting visitors from across the city. War Memorial Park and Coombe Country Park are the two city wide green spaces.
District	Those sites whose significance should attract people from up to 1200 metres. Usually large sites with a range of facilities or designated importance for history or nature conservation.
Neighbourhood	Those sites which perform a function that serves a more immediate community. Unlikely to attract people from across the city but may draw people from up to 800 metres.
Local	Those sites which serve just the local area, up to 400m – typically areas of amenity green space.

Table 3 Green space hierarchy

All green spaces have been classified according to their level of public accessibility.

Accessibility Level	Description
Unrestricted	Sites have unrestricted public access although some sites may have limitations to access between dusk and dawn.
Limited	Sites may be publicly or privately owned but access is limited either by a physical barrier such as membership, or psychological barrier such as a feeling that an open space is private.
Not accessible	Sites are out of bounds to the general public.

Table 4 Green space accessibility

The classifications relating to type, hierarchy and accessibility along with site boundaries have been checked through the quality assessment process.

A computer based Geographical Information System has been used to manage the mapping dataset and associated metadata. This will allow the dataset to be reviewed and updated in the future.

## 4.2 Quantity

The data capture process initially recorded 747 spaces totalling 2002 hectares. This process included the recording of some very small spaces and parcels of land. The green space dataset has been revised to only include those spaces greater than 0.1 hectares in order to provide a logical minimum size threshold and to ensure greater consistency in the data. The analysis below looks at all green spaces greater than this minimum threshold of 0.1 hectares.

Green space type	No. of spaces	Area (ha)	Proportion of all green space by area
Natural and Semi-natural Greenspace	65	634.7	31.8%
Outdoor Sports Facilities	150	598.0	29.9%
Amenity Greenspace	306	293.4	14.7%
Parks and Gardens	33	223.5	11.2%
Green Corridor	29	107.7	5.4%
Allotments	54	98.5	4.9%
Cemeteries and Churchyards	13	41.1	2.1%
<b>Total</b>	<b>650</b>	<b>1997.0</b>	<b>100.0%</b>

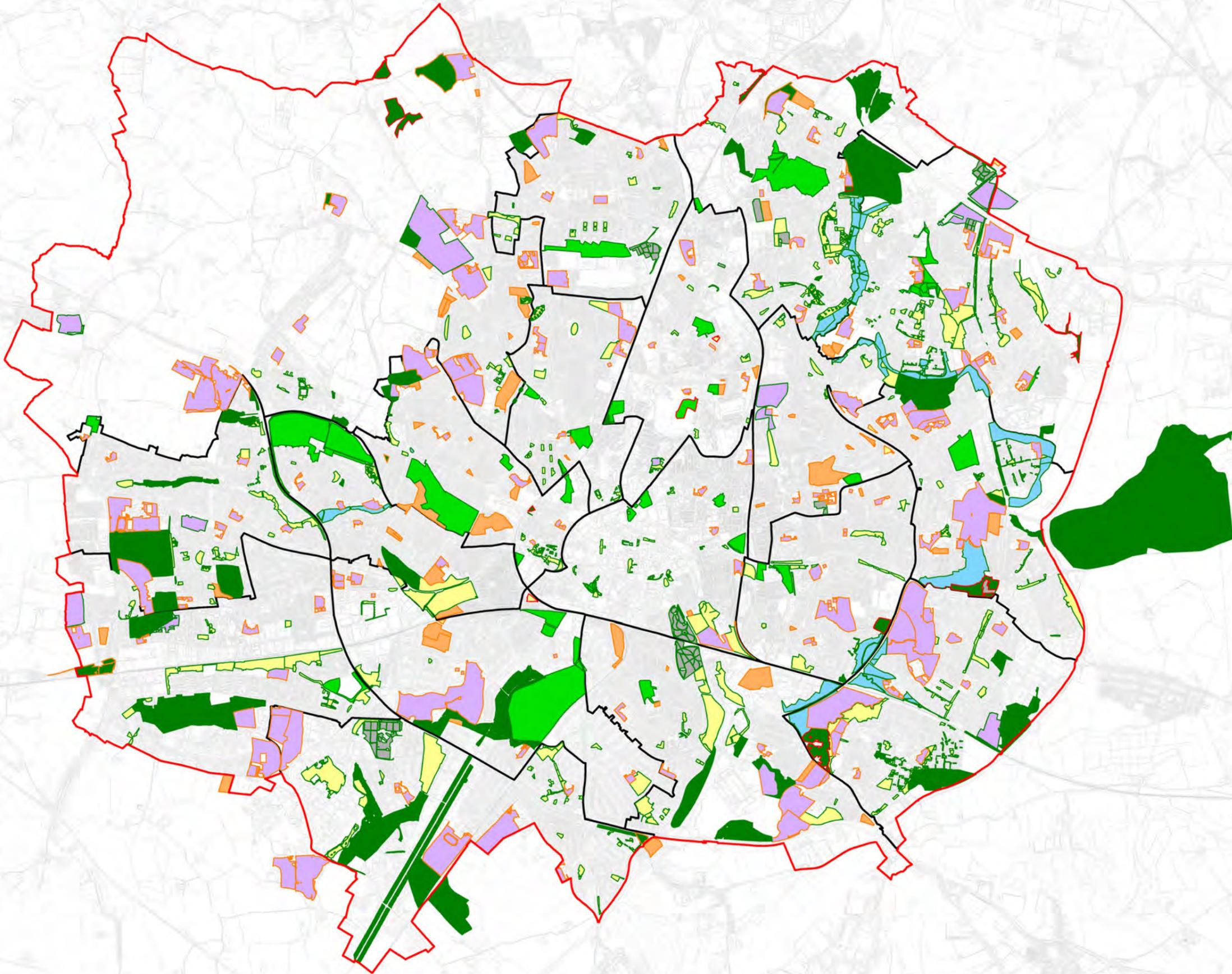
Table 5 Green space supply by type

A total of 650 green spaces have been recorded totalling nearly 2000 hectares. Despite the urban nature of the city, natural and semi-natural green space, totalling nearly 635 hectares, accounts for nearly one third of all green space. This includes green spaces within the city and some spaces, such as Coombe Country Park, located just outside the city boundary. Outdoor sports facilities contribute nearly 600 hectares and make up nearly 30% of the total supply of green space by area. A large number of small amenity green spaces cover nearly 300 hectares and contribute nearly 15% of the total area. Parks and Gardens are fewer in number but tend to be larger spaces with 33 sites covering over 223 ha and contributing 11.1% of the area of green space. Green corridors, typically along the River Sowe and other linear routes cover over 100 ha and make up over 5% of all greenspace in the city. More specialised provision in the form of allotments and cemeteries and churchyards make up less than 8% of the total area of green space.

Figure 1 shows all recorded green spaces over 0.1 hectares classified by green space type and public accessibility.

# Coventry Green Space Audit

Figure 1  
All Green Space over 0.1 ha



### LEGEND

- Allotments
- Amenity Green Space
- Churchyards and Cemeteries
- Green Corridor
- Natural and Semi-natural Green Space
- Outdoor Sports Facilities
- Parks and Gardens

### Public Access

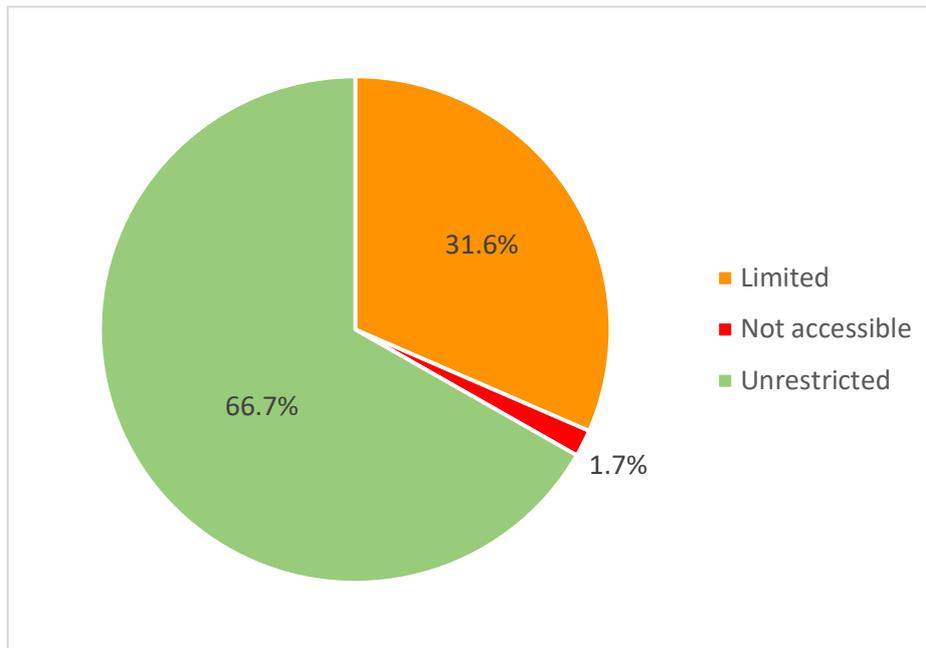
- Unrestricted
- Limited
- Not Accessible

Wards\_2004

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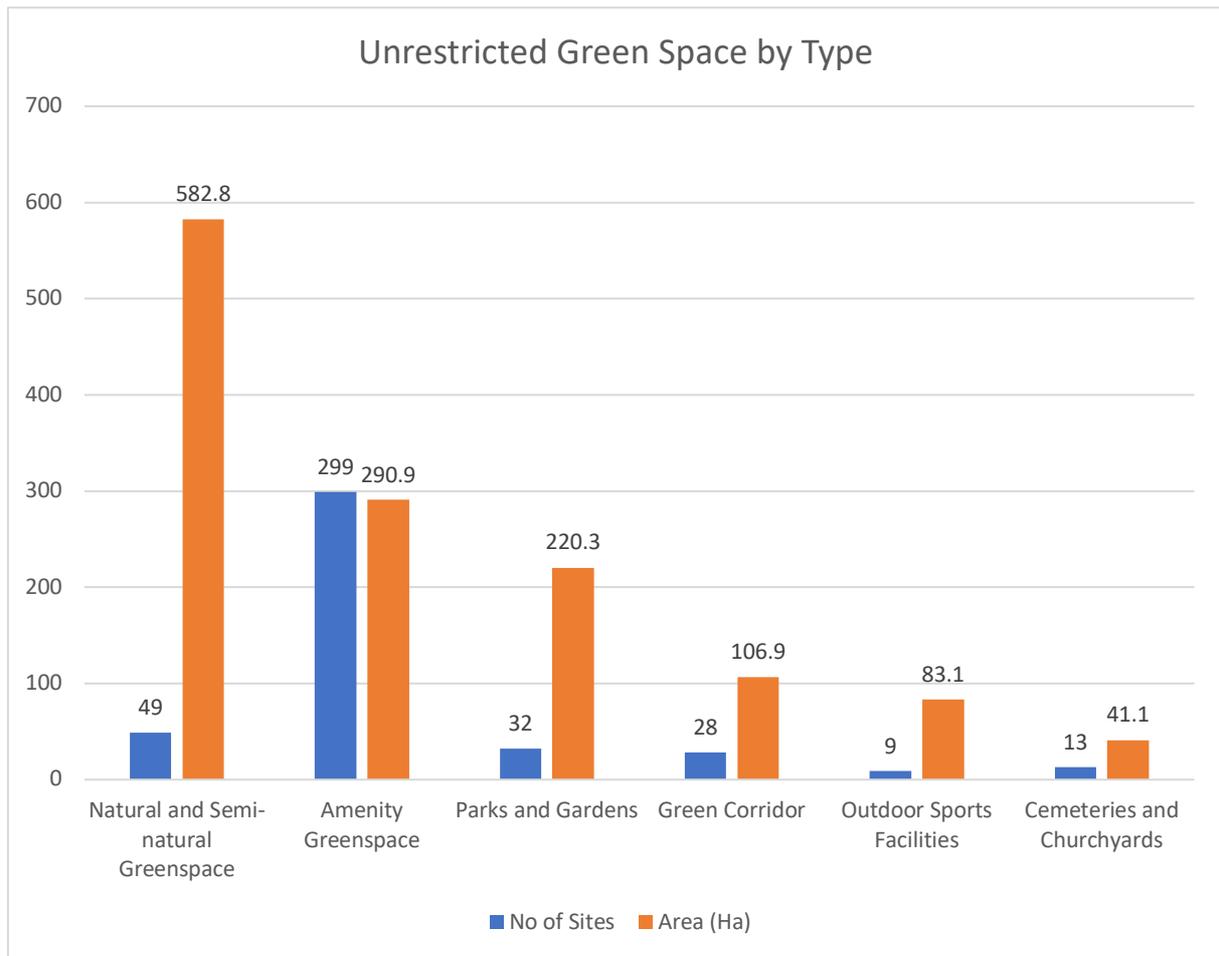


In terms of accessibility, under 2% of recorded green spaces have no public access, nearly one third (31.6%) have some form of access restriction. These spaces tend to be sports clubs, allotments, or school grounds which have access only to those people associated with the club or organisation. Two thirds of the green spaces across the city (430 green spaces) have unrestricted access.

Green space type	No. of spaces	Area (ha)	Proportion of all green space by area
Natural and Semi-natural Greenspace	49	582.8	44.0%
Amenity Greenspace	299	290.9	22.0%
Parks and Gardens	32	220.3	16.6%
Green Corridor	28	106.9	8.1%
Outdoor Sports Facilities	9	83.1	6.3%
Cemeteries and Churchyards	13	41.1	3.1%
<b>Total</b>	<b>430</b>	<b>1325.2</b>	<b>100.0%</b>

Table 6 Unrestricted green space provision

When unrestricted green spaces are considered, natural and semi-natural green spaces remain the predominant green space type, covering nearly 600 ha and making up 44% of the total area.



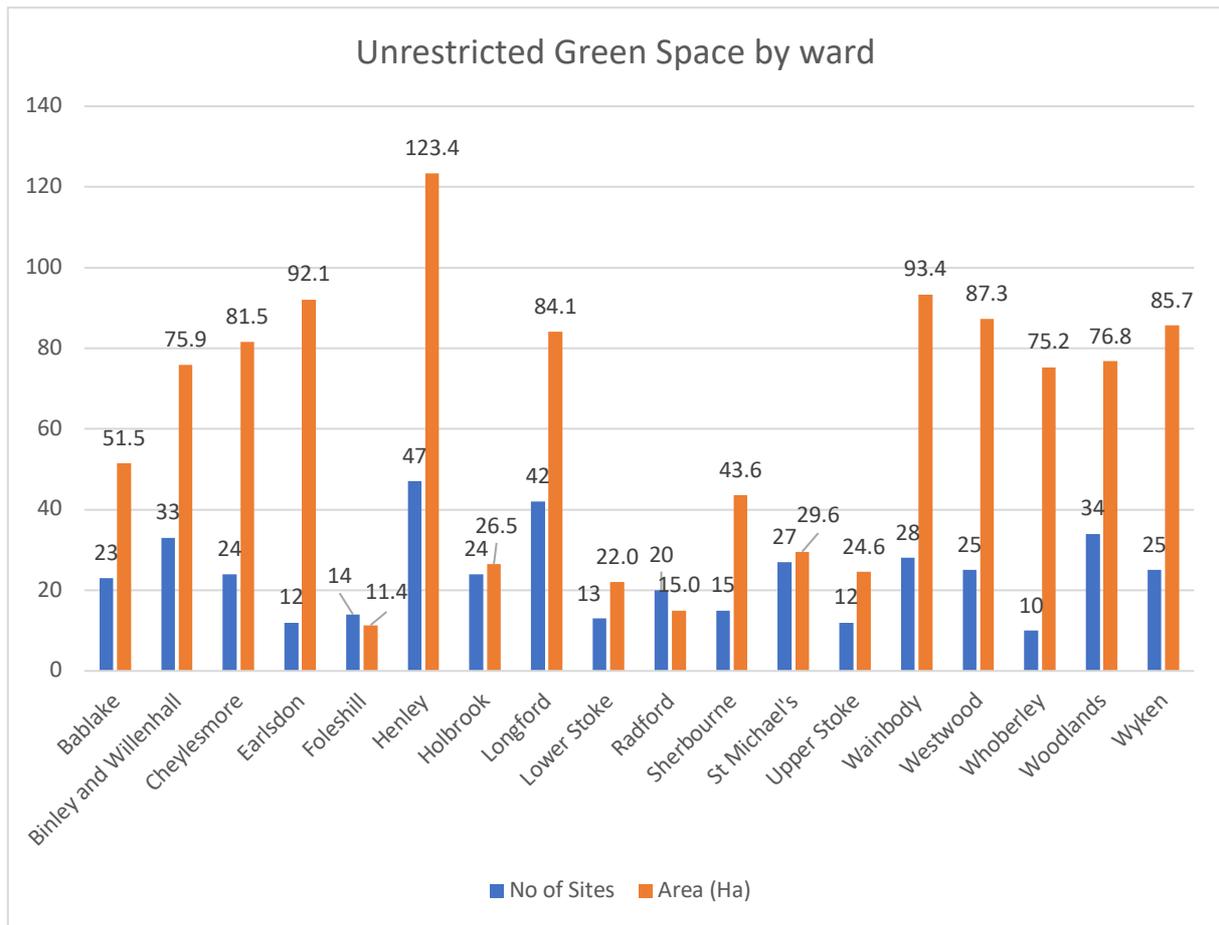
Amenity green spaces typically have unrestricted access and make up 22% of all unrestricted green space. Parks and gardens are significant providing over 220 hectares and making up over 16% of all unrestricted green space. Outdoor Sports Facilities often have some form of access restriction and the number of unrestricted spaces is relatively low at just 9 sites making up 83 hectares and 6% of the total area. Although 28 out of 29 Green Corridors are described as accessible, there is considerable scope for access improvements along these corridors including the River Sherbourne. Due to restricted access, some do not fully function as “corridors” with access at both ends e.g. The Sherbourne corridor from the London Road to Charterhouse. As discussed later in this strategy, a Living Landscapes project is being developed for the River Sherbourne in partnership with the Warwickshire Wildlife Trust and if funding is secured could make significant improvements to the accessibility (and quality) of green spaces along this corridor.

Hierarchy	No. of spaces	Area (ha)	Proportion of all green space by area
City	2	246.6	18.6%
District	11	225.0	17.0%
Neighbourhood	27	160.6	12.1%
Local	390	693.0	52.3%
<b>Total</b>	<b>430</b>	<b>1325.2</b>	<b>100.0%</b>

Table 7 Green space hierarchy and accessibility thresholds

In terms of the significance of the city's green spaces the revised hierarchy shows that the two 'City' spaces (War Memorial Park and Coombe Country Park) cover a significant area amounting to nearly 250 ha, equivalent to 18.6% of the total area of unrestricted green space. Eleven 'District' spaces cover a similar area and contribute 17.0% by area. 27 'Neighbourhood' spaces cover nearly 161 hectares and contribute 12.1% of the total area. A total of 390 'Local' level spaces make up over 52% of the total supply of unrestricted green space.

However, there is considerable variation in the amount of green space by ward across the city. Residents of Henley and Wainbody wards enjoy access to over 100 hectares of green space, whereas those living in Upper Stoke, Lower Stoke, Radford and Foleshill wards have access to levels of provision significantly below the ward average of 62.3 hectares.



The table below shows the level of provision of unrestricted green space by ward linked to the population.

ward	Area (ha)	Population (2017 MYE)	Area / 1000 pop
Bablake	51.5	16,581	3.11
Binley and Willenhall	75.9	17,582	4.32
Cheylesmore	81.5	17,870	4.56
Earlsdon	92.1	16,368	5.63
Foleshill	11.4	22,723	0.50
Henley	123.4	20,499	6.02
Holbrook	26.5	19,311	1.37
Longford	84.1	19,879	4.23
Lower Stoke	22.0	23,386	0.94
Radford	15.0	21,503	0.70
Sherbourne	43.6	18,491	2.36
St Michael's	29.6	34,448	0.86
Upper Stoke	24.6	20,723	1.19
Wainbody	93.4	15,698	5.95
Westwood	87.3	21,032	4.15
Whoberley	75.2	17,802	4.23
Woodlands	76.8	18,489	4.15
Wyken	85.7	17,764	4.82
<b>Total</b>	<b>1099.4</b>	<b>360,149</b>	<b>3.05</b>

Table 8 Green space quantity by ward

NB : The total area is lower than shown in Tables 5 & 6 since those sites located outside the city boundary (and therefore not assigned to a ward) have been excluded.

Overall, across the city, the average level of provision is 3.05 hectares per 1,000 population (based on 2017 Mid-Year Estimates for ward population). As shown in the table below this is below the level of provision of many other local authority areas in the West Midlands Region.

Local Authority	Hectares of unrestricted green space per 1000 population
Nuneaton and Bedworth (2011)	2.06 hectares per 1000
<b>Coventry City Council (2018)</b>	<b>3.05 hectares per 1000</b>
Sandwell Metropolitan Borough Council (2018)	3.63 hectares per 1000
Wolverhampton City Council (2014)	4.43 hectares per 1000
Dudley Metropolitan Borough Council (2009)	4.51 hectares per 1000
Walsall Council (2012)	4.96 hectares per 1000
Solihull Metropolitan Borough Council (2014)	5.00 hectares per 1000
Warwick District Council (2012)	5.47 hectares per 1000
Stoke-on-Trent City Council (2007)	6.60 hectares per 1000
North Warwickshire District Council (2008)	Approx. 1.2 hectares per 1000
Rugby Borough Council (2014)	Approx. 2.29 hectares per 1000

Table 9 Quantity of provision in other local authority areas

However, here is significant variation in the quantity of provision by ward. Henley ward has the greatest level of provision at 6.02 hectares per 1,000 population and Foleshill the lowest at 0.50 hectares per 1,000 population.

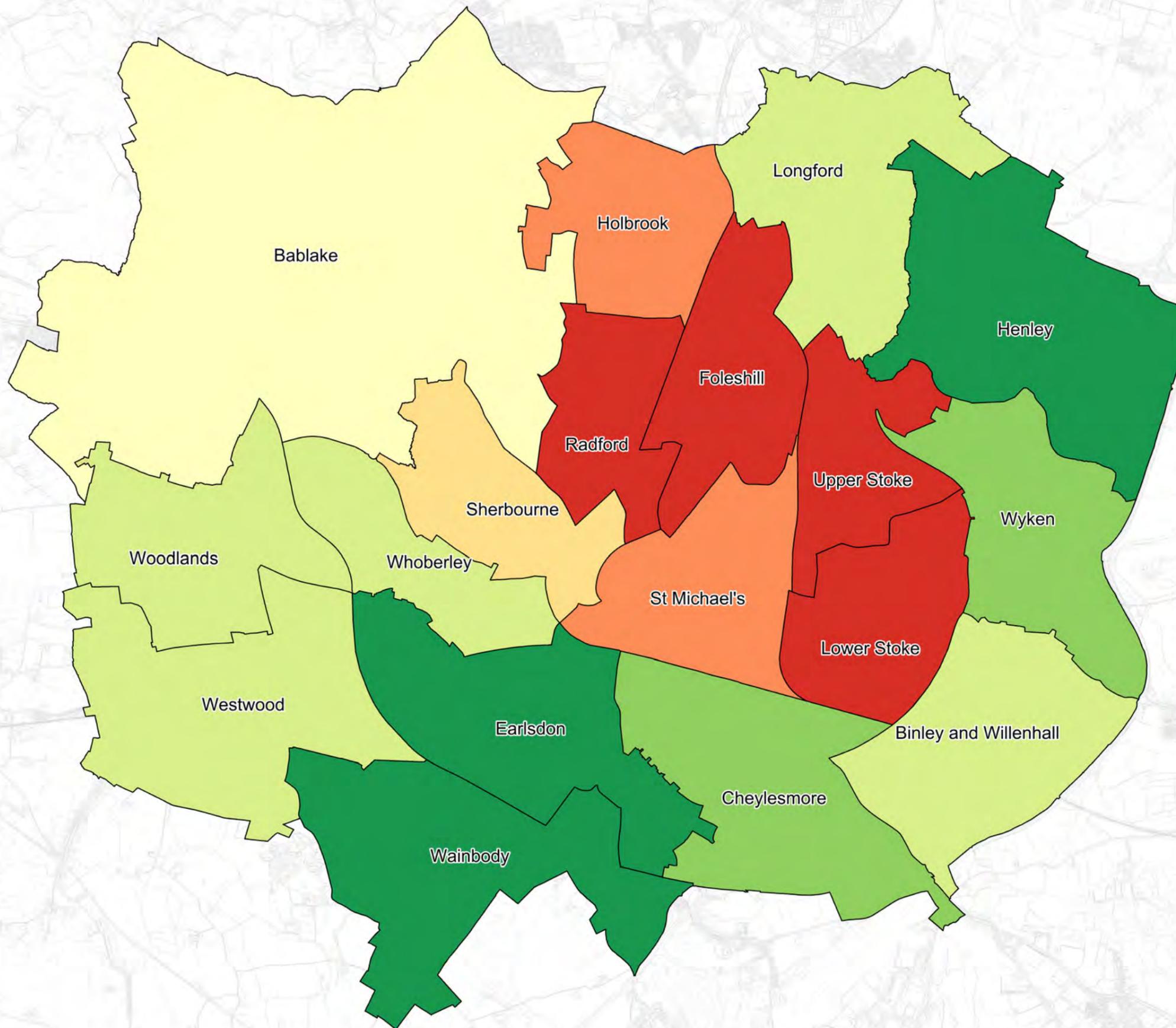
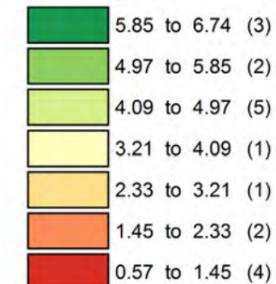
Figure 2 shows the quantity of space by ward presented as a thematic map.

Considering green space provision by type across each ward there is even greater variation as shown in the summary table below.

# Coventry Green Space Audit

Figure 2  
Quantity of Green Space per 1000 population by Ward

## LEGEND



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ward	Parks and Gardens	Amenity Greenspace	Natural and Semi-natural Greenspace	Green Corridor	Outdoor Sports Facilities (Unrestricted)	Outdoor Sports Facilities (All)	Allotments	Cemeteries and Churchyards
Bablake	0.00	0.46	0.52	0.00	2.13	7.18	0.87	0.00
Binley and Willenhall	0.00	1.39	1.83	0.72	0.38	4.28	0.00	0.00
Cheylesmore	0.17	1.78	1.56	0.59	0.00	1.74	0.81	0.46
Earlsdon	3.46	0.51	1.65	0.00	0.00	2.40	0.53	0.00
Foleshill	0.31	0.11	0.02	0.00	0.04	0.25	0.07	0.01
Henley	0.44	1.65	1.91	0.99	0.82	2.23	0.17	0.22
Holbrook	0.63	0.38	0.14	0.00	0.00	0.84	0.16	0.22
Longford	1.36	1.08	1.02	0.58	0.00	0.61	0.25	0.19
Lower Stoke	0.22	0.46	0.02	0.24	0.00	0.64	0.02	0.00
Radford	0.27	0.43	0.00	0.00	0.00	0.49	0.01	0.00
Sherbourne	1.74	0.25	0.36	0.01	0.00	0.79	0.88	0.00
St Michael's	0.44	0.81	0.00	0.00	0.00	0.28	0.01	0.35
Upper Stoke	0.09	0.38	0.00	0.16	0.49	0.90	0.51	0.07
Wainbody	0.00	1.88	3.36	0.00	0.00	3.13	0.00	0.71
Westwood	0.18	1.21	2.30	0.00	0.46	1.76	0.08	0.00
Whoberley	2.06	1.41	0.46	0.29	0.00	0.26	0.39	0.00
Woodlands	0.10	0.83	3.01	0.00	0.21	1.90	0.08	0.00
Wyken	0.56	0.59	1.50	2.12	0.00	2.28	0.25	0.07
<b>Total / Average</b>	<b>0.61</b>	<b>0.81</b>	<b>0.99</b>	<b>0.30</b>	<b>0.23</b>	<b>1.61</b>	<b>0.26</b>	<b>0.11</b>

Table 10 Green space quantity by (primary) type and ward

### 4.3 Accessibility

In order to model the accessibility of green space across Coventry a model has been prepared linked to the green space hierarchy. The suggested distance thresholds for each level of the hierarchy are shown below.

Hierarchy level	Distance Threshold	Indicative Travel Time	
		Walk	Drive
City	2000 metres	30-45 mins	<20 mins
District	1200 metres	15-20 mins	<15 mins
Neighbourhood	800 metres	10-15 mins	<10 mins
Local	400 metres	5-10 mins	<5 mins

Table 11 Distance thresholds by hierarchy

Figure 3 shows the accessibility of District / Neighbourhood / Local level unrestricted green spaces, plotted at 1200 m / 800 m / 400m respectively. Based on this model most of the city has access to unrestricted green space of some form.

Figure 4 shows access to unrestricted green spaces where all spaces are plotted with a 400 metre buffer. This is inline with the policies set out in recommendation H3 of the Coventry Local Plan where all residents are expected to have access to a green space with 400 metres. Under this model most areas of Coventry have access to a green space at a local level although there are gaps in provision in Cheylesmore, Earlsdon, Foleshill, Lower Stoke, Sherbourne, Upper Stoke, Whoberley, Woodlands and Wyken wards.

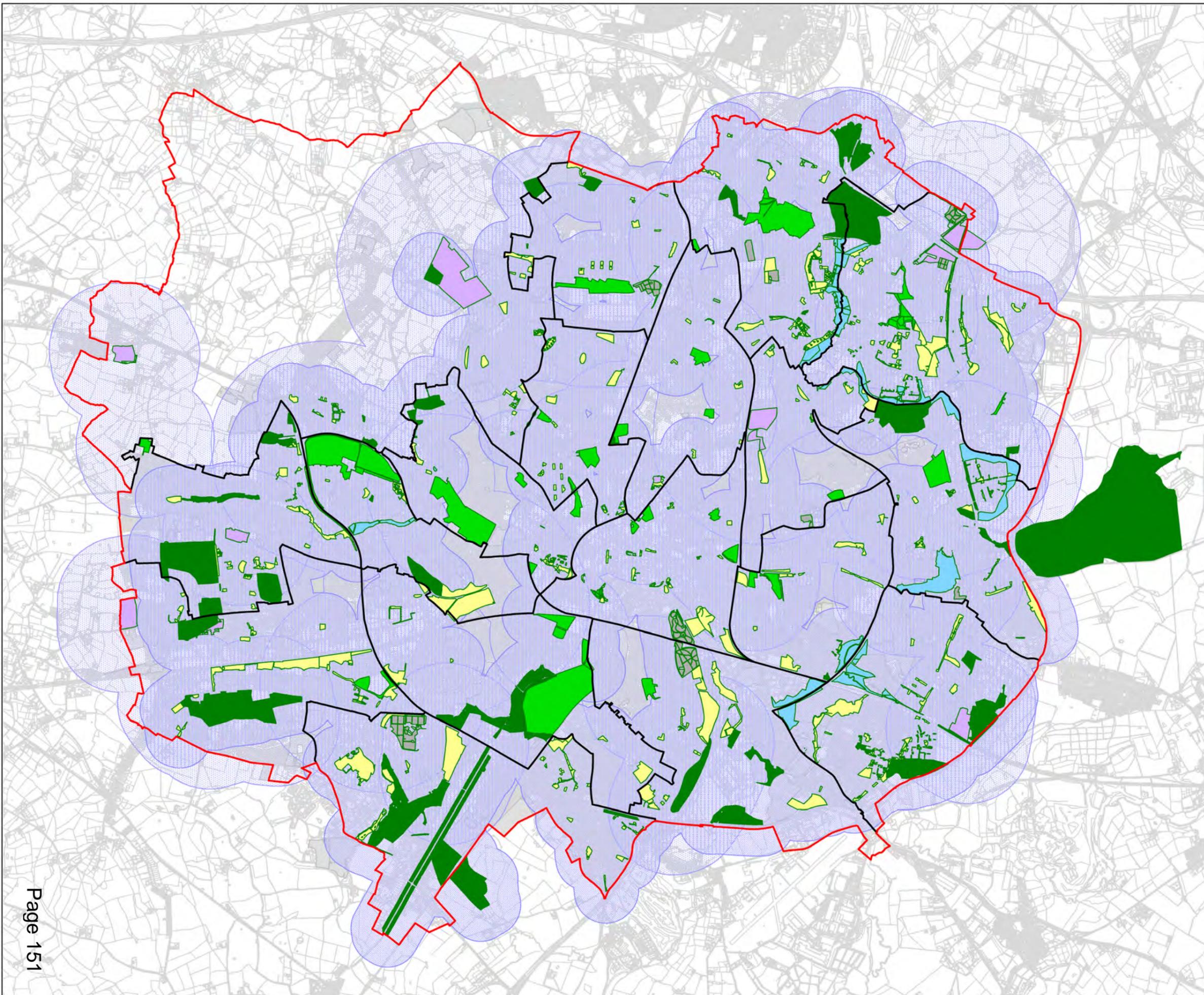
The Coventry Local Plan suggests that (Indoor and) Outdoor Sports should be accessible to residents within 1000m. Figure 5 shows that against this measure all areas of the city have access to some form of Outdoor Sports facility within this distance. This plan shows all Outdoor Sports facilities including those with limited access (i.e the sites are institutional land or require membership). If only those Outdoor Sports Facilities with unrestricted access are considered there are significant gaps across the city with Cheylesmore, Earlsdon, Lower Stoke, Wainbody and Whoberley wards having no access to such provision. Significant parts of the other wards within the city lack access to unrestricted Outdoor Sports Facilities.

#### **4.4 Proposed Local Standards**

Informed by the analysis of the quantity, accessibility and quality (discussed in the next section) a series of Local Standards are proposed for each green space type. This is set out in tabular form in Appendix A.

# Coventry Green Space Audit

Figure 3  
District, Neighbourhood and Local Green Spaces



### LEGEND

- Unrestricted green space
- Amenity green space
  - Natural & semi-natural
  - Green Corridors
  - Cemeteries & churchyards
  - Outdoor sports
  - Parks and Gardens

### Accessibility

- Local @ 400m
- Neighbourhood @ 800m
- District @ 1200m

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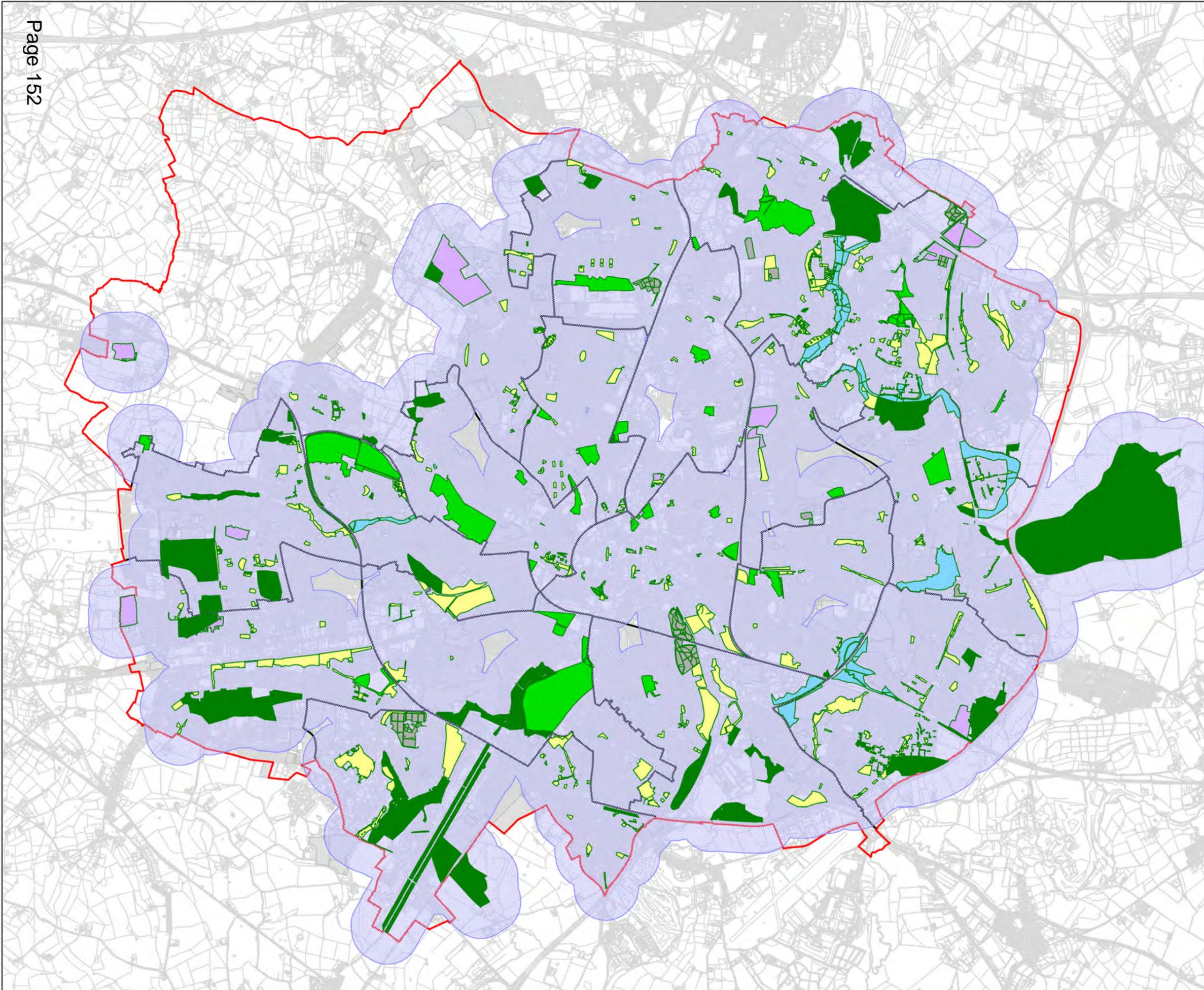
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# Coventry Green Space Audit

Figure 4  
All Unrestricted Green Space at 400m

### LEGEND

- Unrestricted green space
- Amenity green space
  - Natural & semi-natural
  - Green Corridors
  - Cemeteries & churchyards
  - Outdoor sports
  - Parks and Gardens
- All Green Space @ 400m



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# Coventry Green Space Audit

Figure 5  
All Outdoor Sports Facilities with 1000m Buffer



## LEGEND

- Unrestricted green space
- Amenity green space
- Natural & semi-natural
- Green Corridors
- Cemeteries & churchyards
- Outdoor sports
- Parks and Gardens
- Outdoor Sports Facilities @ 1000m

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## 4.5 Quality

### 4.5.1 Methodology

A quality assessment of selected green spaces has been carried out to inform the development of the Green Space Strategy. A total of 223 spaces over 0.4 hectares were assessed against the criteria derived from the national standard for parks and green space quality, the Green Flag Award. Whilst the Green Flag Award contains both desk and field research, this audit was limited to site-based assessments; therefore, the final scores should not be read as the site's definitive score against the Green Flag Award but will give an indication of the relative quality of the green spaces assessed. The key criteria for the Green Flag Award are shown below;

- A welcoming place
- Healthy, safe and secure
- Clean and well maintained
- Environmental management
- Biodiversity, landscape and heritage
- Community involvement
- Marketing
- Management

Under these eight key criteria are 27 field assessment criteria. Of these 18 can be judged on site without reference to a Management Plan or other documentation, and are listed below;

#### A Welcoming Park

- Welcoming
- Good and safe access
- Signage
- Equal access for all

#### Healthy, Safe and Secure

- Appropriate levels of facilities and activities
- Safe equipment and facilities
- Personal security
- Control of dogs/fouling

#### Clean and Well Maintained

- Litter and waste management
- Horticultural maintenance
- Arboricultural maintenance

- Buildings and infrastructure maintenance
- Equipment maintenance

#### Biodiversity, Landscape and Heritage

- Management of natural features, wild fauna and flora
- Conservation of landscape features
- Conservation of buildings and structures

#### Marketing

- Marketing and promotion
- Appropriate information channels
- Appropriate educational and interpretational information

Each criterion was scored on a scale of 0 to 10 and then an overall score out of 100 was calculated. As a guide, the pass mark for achieving the Green Flag Award is 66.

#### 4.5.2 Quality Assessment Findings.

The average quality of the green spaces in Coventry that were assessed was 43.4 (out of 100). The scores ranged from just 5 to 89, showing considerable variation in the quality of spaces across the city. Figure 6 shows a plan of the sites assessed colour coded by quality score.

Greenspace Type	No. of spaces	Minimum Score	Maximum Score	Average Score
Parks and Gardens	31	37	89	56.8
Cemeteries and Churchyards	8	35	66	52.8
Outdoor Sports Facilities	21	30	63	42.6
Amenity Greenspace	114	16	77	40.7
Natural and Semi-natural Greenspace	32	5	86	40.7
Green Corridor	17	20	53	39.2
<b>Total / Average</b>	<b>223</b>	<b>5</b>	<b>89</b>	<b>43.4</b>

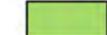
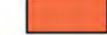
Table 12 Quality score by green space type

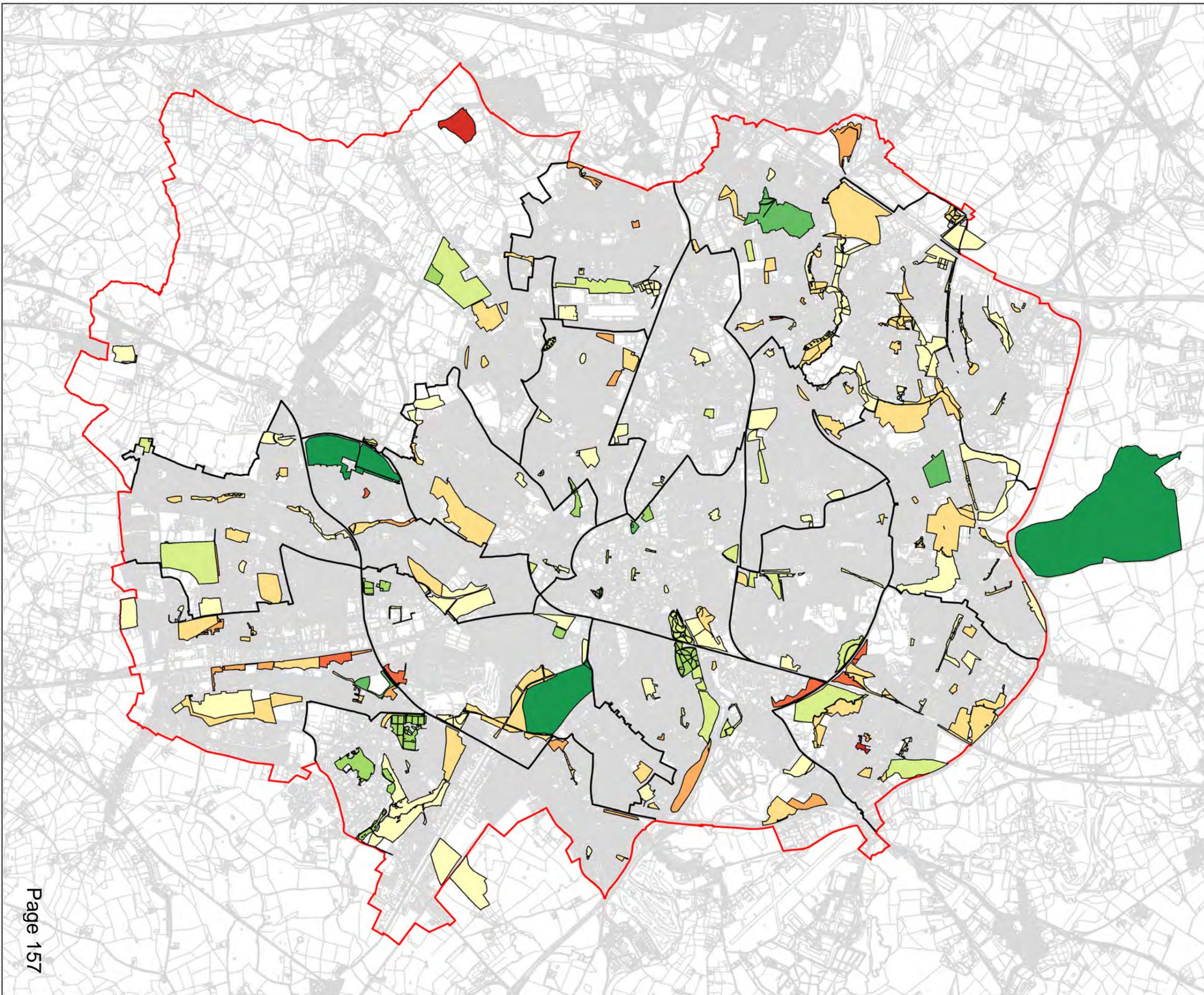
Parks and Gardens on average were the highest scoring type of green space, with an average score of 56.8. This category included War Memorial Park which was recorded as the highest quality green space in the city. War Memorial Park has benefitted from Heritage Lottery Funding and

# Coventry Green Space Audit

Figure 6  
Quality Score  
by Site

**LEGEND**

	79.4 to 89	(3)
	70.1 to 79.4	(5)
	60.8 to 70.1	(12)
	51.5 to 60.8	(22)
	42.2 to 51.5	(68)
	32.9 to 42.2	(85)
	23.6 to 32.9	(20)
	14.3 to 23.6	(6)
	5 to 14.3	(2)



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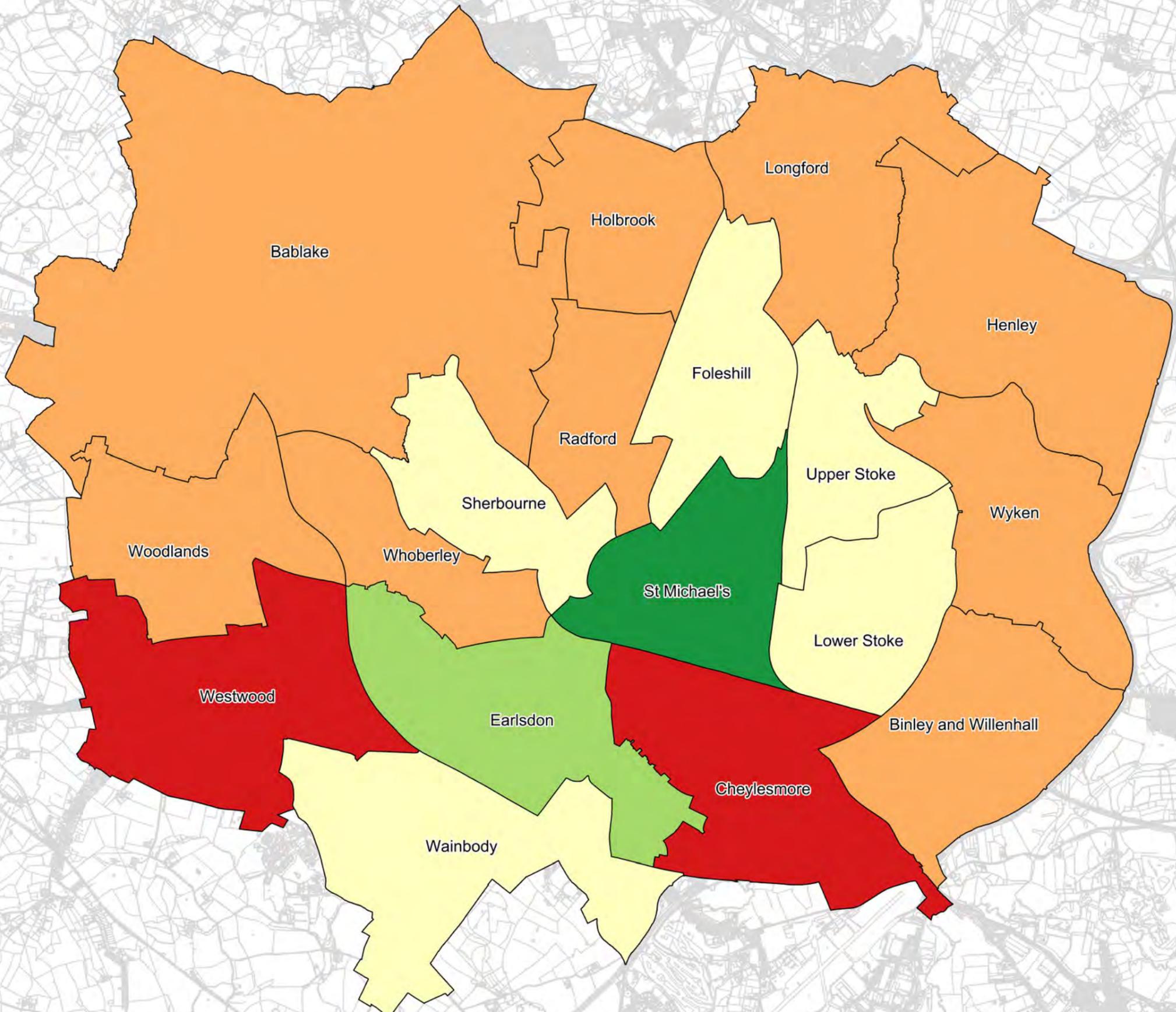


# Coventry Green Space Audit

Figure 7  
Average Quality Score by Ward

**LEGEND**

Dark Green	53.81 to 58.8	(1)
Light Green	48.81 to 53.8	(1)
Yellow	43.82 to 48.8	(5)
Orange	38.81 to 43.81	(9)
Red	33.8 to 38.8	(2)



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investment by Coventry City Council (a total of £6.0 million) and has held the Green Flag Award since 2013.

Cemeteries and Churchyards typically scored well with an average quality score of 52.8. Such spaces, particularly active burial grounds tend to be maintained to a high standard and this was reflected in the scores recorded.

Outdoor sports facilities scored on average 42.6, marginally below the average for all green space of 43.4. A total of 110 Amenity Green Spaces were assessed with an average score of 40.7. Within this category some high scoring sites were recorded, notably the grounds of Coventry University and Warwick Universities and Wainbody Playing Fields. Coventry University Campus grounds have been awarded the Green Flag.

Natural and semi-natural green spaces exhibited the highest range of scores from 5 to 86 with an average score of 40.7. The highest scoring semi-natural green space was Coombe Country Park at 86, the second highest scoring site was Coundon Community Woodland. Green Corridors were the lowest scoring type of green space with an average score of 39.2.

Whilst the average scores for different types of green spaces show some differentiation it should be noted that there were high scoring examples in all types of green space.

The six top scoring spaces (War Memorial Park, Coombe Country Park, Allesley Hall Park, Longford Park, Caludon Castle Park and Coventry University Campus) all attained the Green Flag Award in 2017.

Figure 7 is a thematic map showing the findings of the quality assessment.

This distribution of scores appears to indicate fewer lower quality sites nearer the city centre, and a greater number of lower quality sites nearer the city boundary. This would not appear to be related to deprivation or affluence; the top 20 scoring sites are evenly distributed, from city centre sites (Lady Herbert's Garden, Coventry University and Swanswell Park) to peri-urban sites such as Coombe Country Park, Allesley Hall Park and Coundon Community Woodland. Rather, it would appear to relate to the nature of the sites themselves. Those nearer the city centre tend to be smaller, more formal or historic spaces constrained by a denser urban fabric, and as a result have higher levels of facilities and maintenance with consequently higher scores. There is a high proportion of sites in the typology Parks and Gardens near the city centre, which as **Table 12** shows, is the highest scoring green space type. Further from the city centre is a higher proportion of sites in the typology Natural and Semi-natural Green Space, which generally have fewer facilities and

lower levels of maintenance and management, which is reflected in this typology having lower average scores.

Hierarchy	No. of spaces	Minimum Score	Maximum Score	Average Score
City	2	86	89	87.5
District	12	35	84	57.5
Neighbourhood	33	28	68	46.4
Local	176	5	77	41.4
<b>Total / Average</b>	<b>223</b>	<b>5</b>	<b>89</b>	<b>43.4</b>

Table 13 Quality Score by Hierarchy

The quality assessment found that green spaces higher in the hierarchy typically scored better than those lower down. The two City level spaces scored very highly and averaged 87.5. District level spaces scored on average 57.5, higher than Neighbourhood level spaces at 46.4 and Local Level spaces at 41.4. This reflects previous investment by the City Council and other providers in higher level spaces rather than those at a local level.

*4.5.3 Friends Groups*

Sixteen sites that were assessed had voluntary groups associated with them and **Table 7** shows the effect that this has had on the scores. Overall, those green spaces with Friends groups achieved significantly higher scores (15 percentage points higher) than those without a similar group. This sample would suggest that Friends groups are an effective mechanism to help improve the quality of green spaces.

Voluntary Group	Average Quality Score
Yes	57
No	42

Table 14 Average quality score & voluntary group

*4.5.4 Geographical Variation in Quality*

Table 16 below shows the variation in average quality score by ward.

ward	No. of spaces	Average Quality Score
St Michael's	13	58.2
Earlsdon	10	50.3
Foleshill	4	47.8
Sherbourne	8	47.1
Wainbody	13	46.8
Lower Stoke	9	45.1
Upper Stoke	10	44.8
<b>Average</b>	<b>221*</b>	<b>43.4</b>
Henley	21	42.9
Wyken	14	42.6
Whoberley	6	42.3
Woodlands	15	41.9
Radford	8	41.1
Bablake	9	40.9
Binley and Willenhall	20	40.0
Holbrook	10	39.7
Longford	21	39.6
Westwood	17	38.5
Cheylesmore	13	38.1

Table 15 Average quality score by ward

NB : 2 sites assessed are outside the city boundary and therefore not associated with a ward.

Whilst there is some variation at a ward level, with St Michael's and Earlsdon topping the table, and five other wards scoring higher than average, the key factors in determining green space quality tend to be hierarchy, and green space type, rather than geography. Interestingly, Foleshill ward which has relatively little green space and exhibits high levels of deprivation, has the third highest average quality score at ward level.

#### **4.6 Service Delivery**

The table below sets out the average quality score by criteria. These provide some indication of the relative quality of service delivery and any issues observed on site.

Rank	Criteria	Average Quality Score
1	Control of dogs/fouling	7.9
2	Personal security	6.4
3	Litter and waste management	6.3
4	Equipment maintenance	6.1
5	Conservation of buildings and structures	6.0
6	Good and safe access	5.6
7	Welcoming	5.5
8	Safe equipment and facilities	5.3
9	Equal access for all	5.0
10	Buildings and infrastructure maintenance	4.6
<b>AVERAGE CRITERIA SCORE</b>		<b>4.5</b>
11	Appropriate levels of facilities and activities	4.3
12	Appropriate provision for the community	3.9
13	Arboricultural maintenance	3.8
14	Horticultural maintenance	3.6
15	Management of natural features, wild flora and fauna	3.1
16	Signage	2.7
17	Appropriate educational and interpretational information	0.7
18	Conservation of landscape features	0.4

Table 16 Quality score by criteria

Generally, sites scored highly against criteria relating to levels of control of dogs and fouling, litter and waste management, personal security, and equipment maintenance. The high scores relating to control of dogs and fouling may be attributed to a general behavioural shift towards more responsible dog ownership; most sites had very little evidence of dog fouling or issues with dog behaviour and it appears that it is only a small number of sites where there is less control of dogs that has depressed the scores for this category. With respect to litter and waste management, there was a wider spread of scores for this category, but it was noticeable to the site auditor that there was a significant number of sites that were commendably clean and litter free, with the average score being depressed again by a small number of sites with extensive tipping. The litter and waste management scores were in some instances depressed because of localised littering resulting from high levels of use of facilities and equipment; it is probable that these sites would attract a higher score if visited on a different occasion. Personal security again shows a wide range of scores, and the higher average score may be attributed partly to the high levels of use of sites, as well as a large number of smaller sites, which benefit from good levels of overlooking from adjacent roads and dwellings.

The lowest criteria scores were achieved for signage, appropriate educational and interpretational information, and conservation of landscape features. Noticeably low scores across the city for these criteria may reflect the large sample size, with the inclusion of a large proportion of sites that are likely to have low levels of provision of facilities. Low scores for signage also reflect its general age and condition, with signage on many sites being limited to pre-1986 former West Midlands County Council signage, with in many instances only the sign posts and frames remaining.

All criteria scores are also likely to be depressed by the nature of the sites included for assessment. A number of exceptionally low scoring sites, for example Bunsons Wood (5 – privately owned), Windridge Close (9), Coundon Old Boys FC (11 - disused) and Burnsall Grove (16) appeared to be derelict, abandoned or outside of any maintenance regime and characterised by restricted access and extensive fly tipping, and as such are not in any way indicative of the quality of management and maintenance carried out by the Council.

## 5 Consultation and Community Needs

We have used a range of methods and tools to carry out consultation to inform the development of this Green Space Strategy.

- We have reviewed previous consultation related to parks, green spaces, public health and the wider natural environment
- We developed a questionnaire based Household Survey that was distributed to a random sample of 5,000 households across the city. This was also promoted through targeted mailing to parks and green space 'friends' and other community groups, sports clubs and to those on the Council's 'Heritage' mailing list. We also promoted this through the two universities mailing lists to reach the student population of the city. Further promotion was carried out via the organisation Positive Images to boost the number of responses from BAME communities. A total of 1244 responses were gained.
- Face to face meetings and stakeholder interviews were carried out with a range of Council Officers, local agencies, education sector and voluntary and third sector organisations.
- A presentation was made to the Coventry Green Space and Heritage Forum and the forum via the co-ordinator has been involved in discussions about the ongoing development of the strategy.
- Two stakeholder workshops were run during the initial phase of the development of the strategy to assist with developing a vision, aims and to highlight key issues.
- Two further stakeholder workshops were held to provide feedback on the findings of the research and to assist with prioritisation of draft recommendations.
- The Green Space and Heritage Forum reviewed and prioritised the draft recommendations of the strategy.
- The Council's Business, Economy and Enterprise Scrutiny Committee has also met throughout the development of the strategy to monitor progress and review the scope and findings of the strategy. Alongside this a Task and Finish Group has also been involved in the strategy development.

## 5.1 Summary of Consultation Findings

A total of 1,244 responses were received the Household Survey including 546 postal returns (10.9% response rate) and 698 online surveys completed. There was a good geographical spread of responses from across the city as shown in Figure 8 below. The key findings are summarised below along with the results of other consultation processes.

### Importance of Parks and Green Spaces

Research to inform the development of this strategy has found that parks and green spaces are very important to the city's residents:

- 95.1% 'strongly agree' or 'agree' that parks and green spaces enhance their health and wellbeing.
- 94.5% 'strongly agree' or 'agree' that parks and green spaces enhance their quality of life.
- 93.7% 'strongly agree' or 'agree' that parks and green spaces have a positive impact on the local community.

### Most Used and Valued Green Spaces

Parks and Green Spaces are very well used in Coventry. Data from the Household Survey shows that seven in ten people (70.4%) visiting them at least once a week (three out of ten daily).

The main reasons for visiting parks and green spaces are:

- fresh air.
- for walking / jogging; to relax or enjoy peace and quiet.
- for wildlife and nature.
- for the children to play / visit a play area.

The most frequently visited parks and green spaces are:

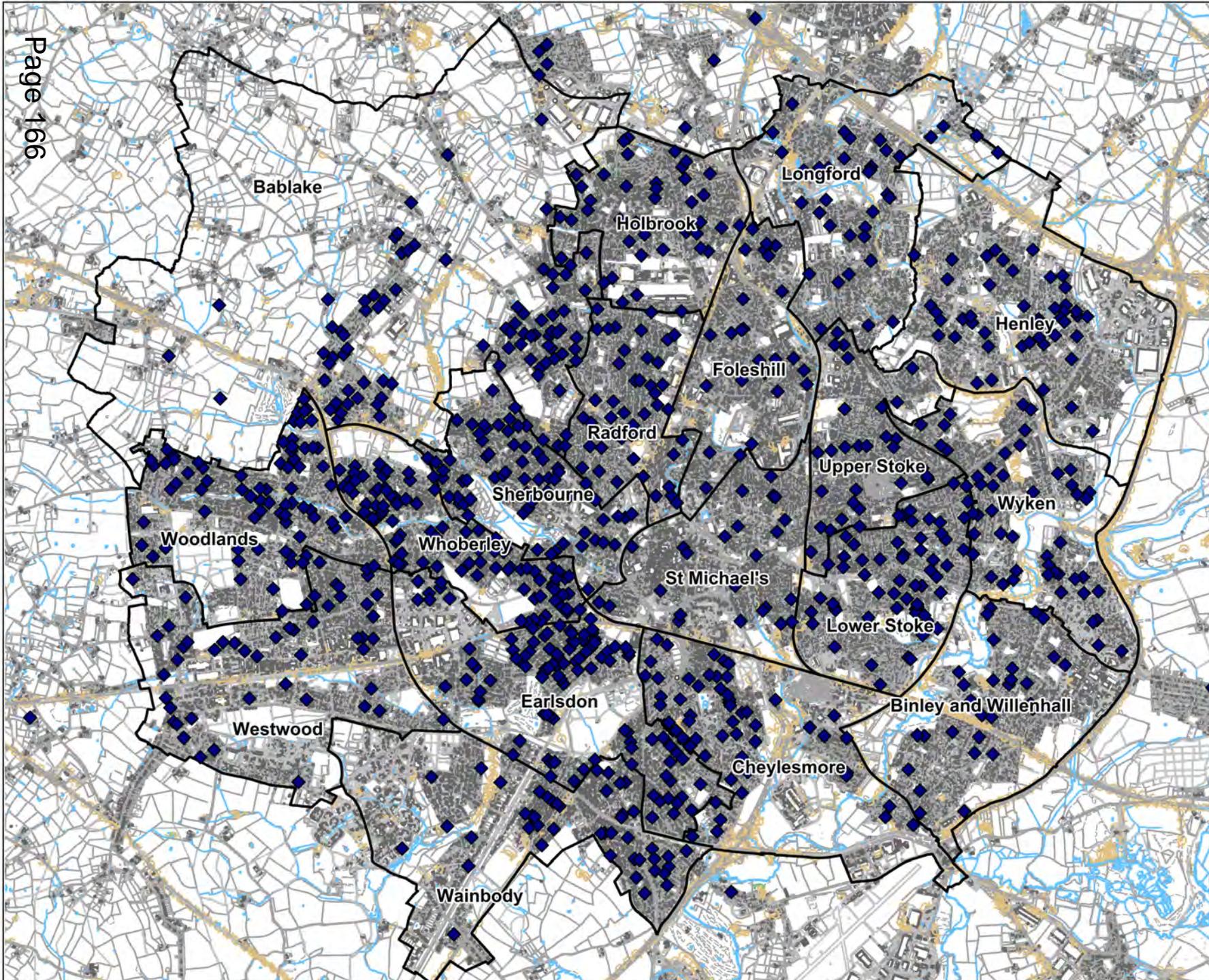
- War Memorial Park
- Allesley Park
- Coombe Country Park

### Coventry Greenspace Strategy

Figure 8  
Household Survey  
Responent Locaiions

#### LEGEND

- ◆ Respondent Postcode Location
- ▭ Ward Boundaries



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- Spencer Park
- Longford Park
- Coundon Hall Sports Ground / Park (and other sites within Coundon Wedge)
- Lake View Park
- Caludon Castle Park

Whilst destination sites are important, many people visit green spaces within their local area. Two thirds of respondents (61.3%) to the Household Survey take less than ten minutes to travel to their most used park or green space.

### Satisfaction and Quality

Satisfaction levels with Parks and Gardens and Natural Green Space are typically high with 70.7% and 61.2% of respondents respectively being either very satisfied or satisfied. However, satisfaction with Outdoor Sports Facilities, Children’s Play and Provision for Teenagers is much lower.

Generally, many spaces are considered to be good quality with two out of five respondents (49.2%) giving a quality score of 4 (out of 5) to green spaces in their local area. However, two fifths (40.3%) think that the quality of spaces in Coventry will decline over the next three years (compared to 32.4% in the State of UK Parks 2016).

### Barriers to accessing and using Green Space

Our research has found that there are some key barriers to communities accessing and using green spaces. The Household Survey found that nearly one on three (31.8%) respondents do not use the green space nearest to where they live but will travel further to use another space.

Key barriers regularly cited include:

- perceptions of anti-social behaviour
- spaces not feeling safe
- dog fouling
- lack of facilities and poor quality facilities
- poor access to volumes of traffic, speed of traffic and concerns over the safety of cycling

Whilst the barriers cited above relate to green space provision, management and urban design, the most frequently cited barrier was 'lack of time'.

### Priority Improvements

The Household Survey found that the highest priority improvements are:

- more (or better) seating and bins
- more wildlife habitats
- better control of dogs / dog fouling
- better visitor facilities, particularly toilets and refreshment provision
- more / better provision for teenagers and young people.

From our 'weighted gap'<sup>7</sup> analysis it is clear that more provision and better provision for teenagers is a highest priority. Other types of green space were considered to be very important (all above 90%) but satisfaction levels for teenage provision was exceptionally low at just 11.9% (compared to Parks and Gardens at 71.15).

In terms of maintenance operations, the highest priorities for the future are:

- grass cutting
- maintenance and repair of paths and hard surfaces
- maintaining children's play areas
- looking after wildlife habitats
- shrub and hedge maintenance.

Stakeholder consultation highlighted the need for:

---

<sup>7</sup> weighted gap analysis considers the relationship between the satisfaction level and importance for each green space type. This calculation takes the importance respondents attach to a green space type and compares this to the satisfaction levels taking into account how meaningful that gap is to the sample.

- improved marketing and communication about green spaces, facilities and their management
- promotion of ways to report defects and issues
- more support for community groups and volunteer participation
- training and capacity building for volunteers
- attracting more people to use parks through events and activities and educational use
- greater volunteer participation of children and young people
- more flexible approaches to maintenance
- more consideration of opportunities to generate income to sustain green spaces.

### The Supply and Distribution of Green Spaces

Key messages emerging about the supply of green space include:

- There is a need for more green spaces in the City Centre.
- Improved networks of green space and better connectivity.
- Quantity and quality of green space provision should be balanced – areas of deprivation and new communities need access to good quality local green space.
- The provision of green space varies significantly by type and geography. Whilst access to Parks and Gardens and to a lesser degree semi-natural green space and amenity green space, is typically perceived to be ‘about right’ there are perceived deficiencies in the quantity of provision of outdoor sports facilities, children’s play and provision for teenagers.
- The wards of Foleshill, Henley, Holbrook, Radford and St Michael’s are considered by residents to have less open space of all types when compared to the average city-wide data.

### People, Communities and Partnerships

The consultation, particularly stakeholder consultation, has highlighted the importance that local people place on protecting green spaces for the future through the planning process. Concerns were raised by members of Friends groups, Tree Wardens and community groups about the threat to green spaces from development and the scale of development that had been witnessed since the last Green Space Strategy was developed. There is support for planning policy that protects and allows the enhancement of green spaces within the city.

## **6 Analysis & Findings**

### **6.1 Vision**

The vision for the Green Space Strategy is:

Coventry City Council will work in partnership to ensure that green spaces in Coventry are high quality, safe and accessible and contribute to the health, wellbeing and quality of life of local people.

This will be achieved through clear, open and robust planning policies that ensure that green spaces contribute to local character, biodiversity and the regeneration of the city.

### **6.2 Aims**

The aims of the Green Space Strategy are:

1. Providing accessible spaces for play, sport and informal recreation
2. More active and healthy lifestyles, improved physical and mental health and wellbeing and contributing to a reduction in childhood obesity
3. Increased community cohesion
4. Contributing to the heritage and cultural offer in the city
5. Active transport initiatives including safe, traffic free routes
6. Sustaining and improving biodiversity and green infrastructure
7. Securing additional resources

## 6.3 Analysis & Recommendations

### 6.3.1 Increasing use of green space

Green spaces are one of the most well used public facilities and national data suggests their use has increased over the past few years. Research by HLF<sup>8</sup> suggests that there are an estimated 2.6 billion visits made to the UK's parks each year and 90% of households with children under 5 visit their local park at least once a month. The Household Survey carried out in 2017 to inform the development of this strategy found that over 70% of respondents (base 1244) visit a park or green space in Coventry at least once a week, with over three in ten visiting on a daily basis. In addition, 72% of respondents agree that parks and green spaces enhance their quality of life and 71% felt that their health and wellbeing was enhanced by access to green space.

Parks and green space remain an essential local public amenity that is free to access and through recent consultation many residents of the city have highlighted the role of green space in improving community cohesion. Green spaces bring together people from different backgrounds like no other public facilities.

However, funding for public services and in particular parks and green spaces has been in decline nationally since 2010 following the global financial crisis and the domestic UK policy of austerity. This has resulted in significant budget reductions within Coventry with £1 million cut from the grounds maintenance budget and a reduction in the number of staff, including frontline staff.

Significant cuts to parks budgets in the 1980s and 1990s following the introduction of Compulsory Competitive Tendering led to reductions in quality, increases in anti-social behaviour and a spiral of decline that took decades to reverse. Basic maintenance standards need to be maintained in order to ensure that parks and green spaces remain safe and vibrant spaces to visit and can support greater community use.

Coventry has been successful in its bid to become City of Culture in 2021 and in the run up to this the European City of Sport in 2019 and Year of Wellbeing 2019. These are tremendous achievements and offer a fantastic opportunity for the city to showcase its talent, communities, cultural and heritage assets. There is a target to deliver 1000 events over the twelve-month period and parks and green spaces can provide excellent venues that can accommodate large numbers of

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<sup>8</sup> HLF (2014) - State of UK Public Parks and HLF (2016) - State of UK Public Parks

people across the city and are accessible to local communities. The Streetpride and Green Spaces service will work with the City of Culture team to develop a plan of activity in parks and green spaces and identify any investment in infrastructure to support the delivery of these events. The Council will seek to develop a network of community hub sites that can support medium to large size events across the city and use any investment to support proposals for future income generation.

**Recommendations**

1. Continue to promote Coventry’s parks and green spaces as essential local facilities serving all sections of the community.
2. Ensure that standards of basic maintenance are delivered and sustained across all parks and green spaces.
3. Review the existing measures to address litter and broken glass within parks and greenspaces in response to the findings of the Household Survey.
4. Identify investment required to provide improved infrastructure to support greater use of key parks and open spaces as events spaces to support the delivery of City of Culture 2021.
5. Ensure that parks and green spaces contribute to the delivery of the City of Culture 2021.

*6.3.2 Addressing Barriers to Greater Use*

Whilst levels of use of parks and green spaces in Coventry is high, consultation with local residents during the development of this strategy identified a number of potential barriers to use and other factors that suppress usage. These include:

- Anti-social behaviour
- Control of dogs and dog fouling
- Lack of facilities
- Perceptions of safety
- Poor quality facilities
- Distance to green space.

Anti-social behaviour in parks and green spaces was the highest external factor that was identified as a barrier through the Household Survey, cited by 23% of respondents, and a further 15.5% highlighted the issue of perceptions of safety. Whilst parks and green spaces are generally safe

places, the perception of safety will have a significant impact upon their level of use and disproportionately affect their use by specific sections of the community, particularly children and young people, women, older people and BAME communities. The issue was also raised through community workshops to inform the development of the strategy and potential solutions to raising awareness of the issues and addressing concerns were identified. The proposed solutions include better promotion of the existing Coventry City Council Customer Service Centre communication channels which includes a freephone telephone number and the contact form on the Council website. The Council will promote this central system for the recording of anti-social behaviour and issues relating to wider greens space management and maintenance. Criminal activity should be reported to the Police and the Council green spaces team will continue to work with the community safety team and West Midlands Police to identify and target anti-social behaviour hotspots.

A further solution is to consider the establishment of a Park Watch scheme where there is interest from the local community. Such schemes involve local volunteers, similar to Neighbourhood Watch programmes and provide a local mechanism for reporting anti-social behaviour, graffiti and vandalism enabling the Police to build up a profile of such activity.

Control of dogs and dog fouling was also highlighted as a significant barrier through the Household Survey and raised through the community workshops. Whilst the quality assessment found that most spaces were relatively free of dog fouling, this is an issue along with control of dogs, that can be a significant barrier. Coventry City Council has a mechanism for reporting dog fouling and out of control dogs on its website and currently carries out enforcement action as required. The Council will continue to promote existing channels for reporting these issues and take targeted enforcement action as required. It will also continue to work with community based organisations to promote responsible dog ownership linked to national campaigns such as those run by the Keep Britain Tidy.

- Recommendations**
- 6. Promote existing methods for reporting and recording crime and anti-social behaviour in parks and green spaces.
  - 7. Continue to work with Police and community safety teams to highlight and address anti-social behaviour hotspots.
  - 8. Consider the establishment of a Park Watch scheme to encourage the participation of local people in increasing community safety.
  - 9. Promote reporting mechanisms to address dog fouling in parks and green spaces (including the online dog fouling reporting form).

## Recommendations

10. Continue to carry out targeted enforcement action at hotspots to address dog fouling and poor dog control.
11. Work with friends and community groups to deliver campaigns to encourage responsible dog ownership.

### 6.3.3 Green space and Public Health

The analysis of the supply and accessibility of green spaces set out earlier in this strategy demonstrates that at a city-wide level Coventry benefits from a good level of provision with most residents living near to an accessible green space. Public Health research published in “Shape up Coventry”<sup>9</sup> found that around three in five of Coventry’s families live within 250 metres of a green space at least the size of a football pitch. The research also suggested that families living in the greatest areas of deprivation generally live closer to parks and green spaces, although the most affluent households tend to have better than average access to parks. The Household Survey however, found that nearly one third (31.8%) of respondents did not visit their nearest green space preferring to travel further to a space that better met their needs.

As local accessible facilities available across the city, parks and green spaces play an important role in sustaining and improving health and wellbeing. Being outdoors and having contact with nature is proven to bring benefits for mental health, and green spaces can contribute to increased activity with benefits for physical health. Through the ‘Coventry on the Move’ programme there has been investment in 44 parks and green spaces, with the creation of marked routes and measured trails as well as footpath improvements (at key sites) to improve accessibility. This initial phase of investment has now been completed and a programme of activity and events is starting to be rolled out to encourage greater use of these spaces. This strategy endorses that approach which seeks to:

- Promote the use of the Coventry on the Move routes

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<sup>9</sup> Coventry City Council (2016) – Shape Up Coventry : The Urgency of Promoting Healthy Weight Among Children and Young People

- Develop an ongoing programme of events and activities that increase activity
- Promote the use of parks and green spaces by local schools as venues for sports and schemes such as “bikeability” to increase activity and reduce childhood obesity
- Develop a network of community hubs and a community champions model to increase activity and deliver sustained improvements to health and wellbeing targeted towards those areas with lowest health outcomes
- Provision of other facilities such as trim trails, outdoor gyms and health and fitness provision that appeal to all sections of the community. Such provision may also help address the perceived deficiency in facilities that are attractive to children and young people, particularly teenagers identified through the Household Survey.

As part of the Coventry on the Move programme there should be a structured evaluation process which seeks to establish the effectiveness of the interventions against the stated aims, that shares the learning from the delivery of the programmes and is used to determine the design and delivery of future approaches.

City wide proposals for increasing activity and improving health outcomes include a focus on children and young people as a key target audience. National research<sup>10</sup> cited in Shape Up Coventry suggests that the availability of free Wi-Fi influences the choices children and young people make about visiting public places. Whilst the aim is to increase the activity of children and young people in parks, there may be an argument for testing the provision of free Wi-fi to establish if this could help attract more visits from this audience. A pilot project to provide free Wi-Fi in a number of parks should be considered and its effectiveness evaluated. This may require external funding to achieve.

There also needs to be a focus on improving access to green spaces from local neighbourhoods. Poor access on foot, by bicycle and public transport has been identified through consultation to inform the development of the Green Space Strategy. Busy roads and a lack of safe crossing points can make accessing parks and green spaces challenging and this adversely affects children and young people and older people. The Household Survey found that just 3.3% of journeys to parks and green spaces were made by bicycle. This strategy recommends reviewing the opportunities to create safer routes to green spaces from local neighbourhoods as part of a holistic approach to

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<sup>10</sup> Royal Society for Public Health (2016) - Child’s Obesity Strategy

developing community hubs. In doing so, approaches would also support the city wide Choose How You Move campaign and active travel elements of the Air Quality Improvement Plan.

The Year of Wellbeing 2019 offers the opportunity for parks and green spaces to contribute to the ambition across Coventry and Warwick to get everyone active through physical activity campaigns. The relative accessibility of parks and green spaces also means that such activities can bring people together as a community and helping to address other issues such as social isolation.

Networks of parks and green spaces are important as traffic free routes for walking and cycling. In order to recognise these links, the mapping work to develop the strategy has placed greater emphasis on identifying specific spaces as green corridors. Many of these routes include river corridors or the Coventry Canal network and a partnership approach should be adopted to facilitate improved management and enhancement of these routes. The opportunities to enhance and extend these networks should be reviewed and protection should be offered through the planning process. The protection of river corridors will offer greater flood storage and water quality benefits. Access improvements can also provide better maintenance access to rivers, helping to improve and sustain the quality of these spaces.

There is also considerable scope for working with schools and school communities including parents to develop projects to improve local green spaces. One-off and ongoing projects can bring together local people and enhance ownership and community cohesion. Many parks and green spaces have local friends groups or other community based organisations that are working to care for and improve such spaces. The Council recognises the valuable contributions that such groups make and that many have extensive local networks and often relationships with local schools. Through the delivery of this strategy we will seek to support and enhance the development of these networks and provide opportunities for more people to become involved in looking after their local environment.

The Council will also develop promotional materials that support greater schools and community participation. A green space map for local schools identifying their local green space and local friends groups could be developed as part of this promotional material.

**Recommendations**

- 12. Promote the new 'Coventry on the Move' activity routes to increase accessibility, activity and achieve benefits for health and wellbeing.
  
- 13. Through the 'Coventry on the Move' initiative develop a programme of activities in parks and green spaces that increases activity and brings health and wellbeing benefits to Coventry's residents.

## Recommendations

14. Develop a network of community hubs and a community champions model to increase activity and deliver sustained improvements to health and wellbeing targeted on those areas with lowest health outcomes.
15. Promote parks and green spaces as way of getting children and young people more active.
16. Promote parks as venues for sports and other activities for local schools to encourage activity and contribute to the reduction in childhood obesity.
17. The Council, working with community partners, will support and encourage schools (and school communities including parents) to become involved in using and caring for their local green spaces.
18. The Council will develop promotional materials about the opportunities for schools to become involved in projects to care for and improve local green spaces.
19. Develop a pilot project to provide Wi-Fi in key parks to establish if this is a significant factor in encouraging the participation of children and young people.
20. Explore the potential demand for the provision of trim trails and outdoor gyms.
21. Work with Public Health and partner organisations to evaluate the success of the Coventry on the Move project to inform the future development of the scheme.
22. Work with Highways and Public Health to provide safe routes to parks and green spaces for pedestrian and cyclists to address identified barriers.
23. Identify opportunities to create better networks of green spaces / green corridors as traffic free routes for walking, cycling (and water-based leisure activities) to promote health and wellbeing.

### *6.3.4 Addressing deficiencies in Quantity and Accessibility*

The quantity analysis set out earlier in section 4 identified that overall there is an average of 3.54 hectares of unrestricted green space per 1,000 population across the city. However, there is significant variation at a ward level with ten wards enjoying provision above this level and a further eight having less provision. Against this measure, Henley ward has nearly twelve times more unrestricted green space than Foleshill. The levels of provision for different types of green space is also varied with three wards (Bablake, Binley & Willenhall and Wainbody) not containing any Parks and Gardens, three wards (Radford, St Michael's and Upper Stoke) not containing any



Natural and Semi-natural Green Space and only seven wards having any unrestricted Outdoor Sports Facilities.

The quantity of green space dedicated to use by children and young people is perceived to be low as evidenced from the responses to the Household Survey. Children's play provision achieved a satisfaction rating of 36.0% and provision for teenagers lower at just 11.9%. Under the weighted gap analysis teenage provision was the highest priority and children's play provision third. Equipped and natural play facilities are provided at 46 green spaces across the city, with further provision in the form of multi-use games areas, ball courts and skate parks at 18 green spaces. Approximately half the city area is within 400 metres of an equipped play area or green space with provision for teenagers. However, other green spaces offer informal opportunities for play, sports, informal recreation and socialising. Whilst there is an ambition to increase the use of green spaces by children and young people there are financial constraints on the authority both in terms of new capital expenditure and ongoing revenue for maintenance. The Council will seek to enhance existing green spaces and make them more attractive facilities for children and young people and will consider specific provision where appropriate to a specific site but does not aim to significantly increase the number of play and youth provision sites without further external funding and ongoing revenue support.

In terms of accessibility, most areas of the city have access to some form of unrestricted green space within 400m. This measure is included in the Coventry Local Plan (2016) as a standard for the quantity of green space for new residential development. The revised greenspace hierarchy and accessibility modelling considers access to District, Neighbourhood and Local level spaces at 1200 metres, 800 metres and 400 metres respectively. Against this model most areas of the city have reasonable access to unrestricted green space. The Coventry Local Plan also sets out an accessibility standard for the provision of Outdoor Sports Facilities for new residential development. This standard is based on access within 1000 metres. Against this measure most of the city has good access to some form of Outdoor Sports Facility, although many have restricted (limited) access requiring membership or other eligibility criteria. Access to unrestricted Outdoor Sports Facilities is significantly lower with approximately two thirds of the city lacking access.

The Playing Pitch Strategy for Coventry has been reviewed and updated in 2018. This identifies deficiencies in the quantity of provision for football, rugby, cricket and hockey. The Playing Pitch Strategy makes recommendations to address the deficiencies in pitch provision through the planning process and by increasing access to other institutional facilities such as school pitches. The Green Space Strategy endorses this approach.

The picture of green space provision in Coventry is a complex one, compounded by significant variations in the quantity and accessibility of provision by type of space and geography. This strategy has proposed draft Local Standards covering the quantity, quality and accessibility of different types of green spaces. It is recommended that these Local Standards are reviewed and adopted by the Council in order to form planning policy.

The analysis carried out as part of the development of this strategy and the draft Local Standards provide a mechanism whereby the need for new green space can be determined, or alternatively whether investment should be made to improve the quality of existing spaces.

Local Plan Policy GE1 states that "Where open space is created within developments, it will be of a high and lasting design quality which seeks to minimise on-going maintenance pressures". Green Infrastructure is listed as an acceptable form of infrastructure as part of policy IM1. Over the last ten years there are a number of new green spaces that have been provided by developers as part of housing development with ongoing maintenance carried out by a local management company. The standard of maintenance carried out by such management companies has not always been to a reasonable standard and there have been requests from local residents for the Council to adopt the green space. Due to budget constraints and recent reductions in the grounds maintenance budgets there is reluctance by the Council's Streetpride and Green Spaces team to take on the maintenance of additional land without adequate financial resources to do so on an ongoing basis.

A similar situation has arisen related to the adoption of highways created through new development. The Coventry Connected SPD sets out the principle that the starting point would be the Council adoption of highways with a suitable maintenance bond. However, the SPD recognises that some modern estates will prefer to manage the assets themselves and this is accepted where the highways are built to an adoptable standard should a change in circumstances occur in the future. In addition, Sustainable Urban Drainage (SuDS) features are often situated within areas of new greenspace. Currently arrangements can be made for a private company to maintain SuDS, however the industry appears to be moving towards more adoption of SuDS by Water and Sewerage Management Companies, for example the 25 Year Environment Plan states:

"Water and sewerage companies can also help to improve surface water management. The Government's strategic priorities and objectives for Ofwat, the water industry regulator, set out how we expect companies to be challenged to develop a mix of solution to meet current and future water management needs. This includes improved partnership working with local authorities to manage flood risk and adoption and maintenance of SuDS".

This development has also been alluded to in the UK Surface Water Management Action Plan (July 2018), whilst SuDS have been included in a pre-implementation version of Sewers for Adoption 8, to be implemented in May 2019. This potential emerging change may influence the Council's future approach to Greenspaces adoption and maintenance, particularly given the prevalence of SuDS in new developments, such as the draft Eastern Green Masterplan. In this context, it is recommended that with respect to green spaces the exact detail around maintenance bonds and adoption of land would be addressed through the future development of a (green space) Developer Contributions SPD.

Allotment provision in Coventry is provided under community management through a lease agreement with Coventry and District Allotments and Garden Council. The agreement covers 54 sites. Allotment provision has been identified and recorded through data capture and mapping but this strategy has not looked in any details at the current levels of supply and demand. Consultation through the development of the strategy has indicated there is potential demand for increased community gardening within the city as well as other forms of food production through hedgerows, community orchards and urban forestry. Members of the Council's parks and green spaces team attend the 'Feeding Coventry' working groups which provide a forum for co-ordination of community food initiatives which can contribute to improved health and wellbeing and poverty reduction.

**Recommendations**

- 24. Develop and adopt local standards for the quantity, quality and accessibility of parks and green spaces.
- 25. Produce and adopt a Green Space Developer Contributions SPD.
- 26. Consider the opportunities to adopt a strategic approach to increase the quantity for provision for teenagers in key parks and green spaces.
- 27. Address quantitative deficiencies in playing pitch provision as identified in the (revised) playing pitch strategy.
- 28. Improve community access to educational sports facilities through shared use agreements (link to PPS 2018).
- 29. Review current and future demand for allotment provision, community gardening and urban forestry food production, identify opportunities and develop an action plan.

### 6.3.5 Addressing Quality

The quality assessment has established benchmark data for 223 unrestricted green spaces that have been assessed using the Green Flag Award criteria. The proposed Local Standards set out suggested minimum quality thresholds for different types of space. The table below summarises these standards and identifies the number of green spaces currently below this level.

Green Space Type	Proposed Quality Standard	No. of sites not achieving this standard
Parks and Gardens	City Park - 80	-
	District Park - 70.	1
	Neighbourhood Park - 50	9
	Local Park - 50	2
Amenity Green Space	All sites – 30	12
Natural and Semi-natural Green Space	All sites - 40	15
Green Corridors	All sites - 40	7
Outdoor Sports Facilities	All sites - 40	9
Cemeteries and Churchyards	All sites - 50	2

Table 17 Proposed Minimum Green Space Quality Standards

The Green Space Strategy has considered and recorded all green spaces regardless of ownership. Therefore, some of the spaces not achieving the proposed standards may be in the ownership and management of other organisations. As a principle, the Council will focus on green spaces in its own ownership, but where resources allow, will liaise with and encourage other organisations to address any deficiencies in quality.

Individual play spaces were not assessed as standalone facilities as part of the quality audit process. However, they are subject to regular health and safety inspections including an annual external audit and data is available about the overall condition of each equipped play space. Satisfaction with provision for children and young people as recorded through the Household Survey is low. It is recommended that a review of children’s play provision is carried out and opportunities to address the lowest quality provision is identified. Improvements to upgrade play provision may require external funding, including that through planning gain, and an action plan should be developed to improve the lowest quality spaces.

The Playing Pitch Strategy has identified deficiencies in the quality of playing pitch provision which identifies opportunities to raise quality on a site by site basis. The recommendations of the Playing

Pitch Strategy should be reviewed as an additional data source when considering measures to address the quality of provision in a specific geographical area.

The quality assessment carried out as part of the development of the strategy is a snapshot of the quality of specific spaces and the overall sample at a fixed point in time. The data will remain current for only a limited time period and will need to be reviewed and updated. It is recommended that the Green Flag based assessment is carried out using the same methodology in five years. This will allow any changes to be recorded and understood and for progress to be demonstrated in sustaining and improving the quality of green space in Coventry.

**Recommendations**

- 30. Address qualitative deficiencies in green space provision as identified by the Local Standards proposed in this strategy.
- 31. Develop a strategic approach to addressing poor perceptions relating to the quality of play provision.
- 32. Address qualitative deficiencies in playing pitch provision as identified in the (revised 2018) playing pitch strategy.
- 33. Work with other landowners to address low quality green spaces as identified through the quality assessment.
- 34. Carry out a Green Flag based audit at the end of the strategy period to measure change against the baseline data (2017).

**6.3.6 Biodiversity & Green Infrastructure**

Coventry green spaces are very important for wildlife and biodiversity and in providing residents of the city with contact with nature. Over 43% of the unrestricted green space in the city is Natural and Semi-natural Green Space and a further 7.9% of green space is classified as green corridors, many of which are important for biodiversity.

Coventry City Council works closely with Warwickshire Wildlife Trust, Warwickshire County Council and other organisations in the Local Biodiversity Action Partnership to deliver habitat and species action plans. A partnership approach is also taken to delivering the sub-regional Green



Infrastructure Strategy<sup>11</sup> which includes a set of Green Infrastructure Standards for Sustainable Development as adopted in the Coventry Local Plan. This Green Space Strategy recognises the recommendations with respect to enhancement zones, biodiversity strategic areas and accessibility standards for natural green space within the green infrastructure study and endorses the approaches to:

- Safeguard and enhance all Green Infrastructure Biodiversity Assets as proposed in the sub-regional GI Strategy
- Connect together individual sub-regional green infrastructure biodiversity assets to form core areas as proposed in the sub-regional GI Strategy
- Connect the Core Areas together to form large functional clusters as proposed in the sub-regional GI Strategy.

Green corridors form an important element of the landscape within Coventry, particularly those of the Coventry Canal and the river corridors of the Sowe and Sherbourne. The Sowe Valley Partnership is an effective project that involved over 3000 people and continues with the support of Warwickshire Wildlife Trust and a range of volunteers and community-based organisations. It forms a useful model for future projects and the Council will continue to work with partners to sustain the impact of this initiative. Currently there are projects to improve the River Sherbourne, to make it more accessible in the city centre by de-culverting and to improve the setting in a partnership project with the Historic Coventry Trust at The Charterhouse. There may be opportunities for flood alleviation works as part of other improvement projects. The Warwickshire Wildlife Trust led project at Lake View Park is a good example of this. Improvements to wildlife habitats along river corridors are also consistent with the Council's requirements under the Water Framework directive.

The EU Withdrawal Bill will carry over existing European Union law including the requirements of the Water Framework Directive (WFD), into domestic law. The Council is legally accountable for WFD compliance and must not prejudice future opportunities for water quality improvement. This Green Space Strategy recognises there will be opportunities for WFD improvements on many green spaces. New mitigation measures for the Sherbourne water body are due to be published by the Environment Agency in 2019. In addition, the Warwickshire Avon Catchment Partnership

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<sup>11</sup> Warwickshire Museum & Natural Environment (2013) - Warwickshire, Coventry & Solihull Sub-regional Green Infrastructure Strategy

have produced the Warwickshire Avon catchment plan. Coventry brooks and rivers are described as a priority sub-catchment area (p7) within the Plan.

A focus on Water Framework Directive improvements has delivered external funding for improvements on green spaces, for example through the Guphill Brook Riverine Enhancement project (2015) and the project at Lake View Park. There is a commitment from the Coventry City Council Flood Risk Management and Drainage team to work with land managers within the authority and with other partners to secure more external funding for WFD improvements.

A project to develop a Living Landscape Scheme for the River Sherbourne and its tributaries, for people and wildlife, and to share its heritage is currently in development and offers such an opportunity. An application for Heritage Lottery Funding was made in late 2018. The Council will continue to work with and support the Warwickshire Wildlife Trust, strengthening the partnership and seek to develop projects to address priority species and habitats as set out in the Warwickshire, Coventry and Solihull Local Biodiversity Action Plan.

The Coventry Canal forms an important green (and blue) infrastructure link from the city centre, terminating after 38 miles at Fradley junction, just north of Lichfield. A total of 5.5 miles of the Canal lie within the city boundary and this route has been developed as an art trail with 39 sculptures and art works visible along the route. The project was a partnership between Coventry City Council, The Canal and River Trust (formerly British Waterways) and the Coventry Canal Society which secured funding from central government, the European Union and National Lottery. The project has proved to be very successful in attracting visitors and encouraging exploration of the trail. As part of the proposals to sustain this project there are further improvements that could be delivered to create better links to the communities that live along the route and this strategy proposes that work is carried out to explore the feasibility of this and to seek funding to deliver these further enhancements.

Further opportunities to enhance and develop the green corridors should be explored through the delivery of this Strategy.

Parallel to the development of this Green Space Strategy, Coventry City Council is developing an Urban Forestry Strategy which will seek to demonstrate the value of urban trees, forestry and woodland within Coventry and set out proposals to safeguard these assets for the future. The Coventry Tree Wardens are an important mechanism for protecting and safeguarding the city's rich tree stock and the group has participated in the consultation to develop this strategy. This Green Space Strategy recognises the significance of the role of trees, urban forestry and woodland

within the city but focuses on more strategic issues. It is recommended that the Urban Forestry Strategy is implemented alongside the Green Space Strategy through the same working groups.

The city despite its high density development and urban nature contains significant amounts of natural and semi-natural green space, woodland and street trees. This contributes to quality of life through enhanced visual amenity as well as the important functions that trees and woodlands provide in terms of improving air quality, providing shelter, reducing extremes of temperature and helping to alleviate flooding and supporting wildlife. Trees also play an important role in carbon capture and with a renewed international and national focus on climate change, the Council will seek to increase the tree cover across the city as part of its commitment to environmental sustainability. The Council will seek to deliver an ambitious plan to plant a tree for every citizen of the city (current population 360,000 people) during the lifetime of this strategy. This ambition would need to be delivered through a partnership with other landowners including residents and other private landowners.

Coventry has won national acclaim and awards through the creation of pictorial meadows alongside highways and within parks and green spaces. Currently 20,000 square metres are managed as pictorial meadows which bring colour and life to those areas of the city and bring benefits for biodiversity supporting pollination and insect populations. The Council will identify opportunities for further meadow creation and the implementation of maintenance regimes that contribute to the delivery of National Pollinator framework by creating more high-quality flower-rich habitats.

The Council will also explore the opportunities to adopt more ecological approaches to land management creating species rich grassland and new woodland where appropriate and seek to secure funding through sources such as biodiversity offsetting where applicable. Biodiversity offsets are conservation activities that are designed to give biodiversity benefits to compensate for losses - ensuring that when a development damages nature (and this damage cannot be avoided or mitigated) new nature sites will be created. Where appropriate, biodiversity offsetting is an option available to developers to fulfil their obligations under the planning system's mitigation hierarchy. Coventry City Council has recently appointed an ecologist within the planning team and the authority is seeking to identify opportunities for rich grassland and new woodland sites eligible under The Warwickshire, Coventry and Solihull Biodiversity Offsetting scheme. Consideration should also be given to the opportunities for wetland sites.

**Recommendations**

- 35. Work in partnership to deliver the recommendations of the Sub-regional Green Infrastructure Strategy to safeguard and enhance biodiversity assets and create greater connectivity to form core areas and large functional clusters.

## Recommendations

36. Maintain and strengthen the partnership with WWT and develop projects to address priority species and habitats as set out in the Warwickshire, Coventry and Solihull Local Biodiversity Action Plan.
37. Seek to improve access to and promote blue and green corridors as important linear routes including those of the Coventry Canal, River Sowe and Sherbourne corridors.
38. Seek funding for the River Sherbourne Living Landscape Project in partnership with Warwickshire Wildlife Trust.
39. Continue to promote the Coventry Canal Art Trail and seek opportunities to expand this into adjacent green spaces and communities.
40. Implement the findings of the Urban Forestry Strategy to protect and enhance the city's rich heritage of street trees, urban forestry and woodlands alongside the implementation of this strategy.
41. Working in partnership with other landowners (and residents), and subject to funding, consider an aspiration for planting a tree for every citizen in the city.
42. Identify projects and opportunities to contribute to the delivery of National Pollinator framework by creating more high quality flower-rich habitats including pictorial meadows.
43. Identify opportunity sites that provide the potential to secure funding through Biodiversity Offsetting.

### 6.3.7 Supporting community participation

Coventry has an impressive track record supporting friends groups and community based organisations in developing and improving green spaces. As well as site specific friends groups and the Coventry Tree Wardens, there are a number of sports clubs and the city's allotments are self-managed by Coventry and District Allotment and Gardens Council. The Green Space and Heritage Forum is supported by Warwickshire Wildlife Trust and officers from Coventry City Council and the parks team carry out improvement projects in partnership with community groups and residents' associations. Further activity is supported by the rangers and by frontline staff at Coombe Country Park and War Memorial Park.

The Council will continue to work with and support friends groups, the Tree Warden network and other community based organisations through the Green Space and Heritage Forum. Support to

new groups will be offered, subject to available resources, and new groups will be prioritised in areas of need, particularly those areas with poor quality green spaces and areas where public health outcomes are poor.

Parks provide an excellent venue for communities and other organisations to hold their own events. Through consultation it has been identified that policies and procedures and booking systems to enable this approach could be improved. It is recommended that events policies are updated and that training sessions are delivered to promote and encourage the third party use of green spaces for events and activities.

Friends groups have also expressed interest in further support to develop specific actions plans for developing their organisations. Consideration should be given to developing further support materials and capacity building sessions to enable groups to develop plans to grow their membership, run events, seek external funding and to identify their own priorities.

The budget reductions experienced by Coventry City Council has led to cuts to parks and green space services and this has resulted in fewer staff to support volunteer and community participation. Partnerships with other organisations are proving effective, but there would appear to be a case for further resources to support and grow the role of the community and voluntary sector. There is also a need for the Council to play a greater leadership role in delivering this strategy and developing a strategic approach to partnership development. Coventry City Council will review the opportunities to increase the staffing resource to support community groups, help secure external funding and potentially funds through the planning process and increased commercial activity.

**Recommendations**

- 44. Continue to promote and support the Green Space and Heritage Forum.
- 45. Work with friends and community groups to develop volunteer / group action plans and identify training needs.
- 46. Continue to support the Tree Warden programme and develop an action plan aligned to this strategy.
- 47. Support the establishment of new friends and community groups where there is community interest focused on areas where there is greatest need.
- 48. Develop clear guidance to support external and community based organisations using parks for events.
- 49. Increase the staffing resource to develop partnerships and secure additional funding.



**STOK**

**Stoke Heath S**  
**(Morris C**  
A 1000 metre trail  
[www.stokeheath.org](http://www.stokeheath.org)

**Walking Safety Checklist**  
Consider Energy Levels  
Consider Route Size

### 6.3.8 *Alternative Models of Provision*

As part of the strategy development there has been research carried out to look at alternative forms of service provision and the scope for applying one or more approaches within Coventry. The research considered other models being considered across the UK including:

- Traditional local authority funding
- Multi-agency public sector funding
- Taxation initiatives
- Planning and development opportunities
- Bonds and commercial finance
- Income generating opportunities
- Endowments
- Voluntary and community sector involvement.

These models are not mutually exclusive and blended approaches are being increasingly adopted by local authorities across the country. To a certain extent, Coventry City Council has adopted this approach with green space services funded through local authority funding, some through multi-agency approaches, planning gain, income generation and the involvement of the community and voluntary sector. As described above, the community and voluntary sectors have been very effective in Coventry adding significant value to the service and providing effective mechanisms to increase ownership and engage with local communities. Community asset transfer has occurred in Coventry, with the allotments provision managed by a community based organisation, but there are relatively few other examples of 'whole site' transfers. The Friends of Spencer Park is recognised for having taken on the management and maintenance of the pavilion and sports facilities but the group did not wish to take on the responsibility for the whole park. In terms of heritage assets, the Historic Coventry Trust has reached an agreement to take on a number of built heritage assets but again these agreements stop short of taking on larger landscapes. There are likely to be other opportunities for asset transfer within the city and this strategy recommends that opportunities continue to be explored and the feasibility of them explored on a case by case basis. The authority will work with organisations interested in asset transfer to ensure that the implications of the asset transfer are understood and that legal obligations relating to land management, riparian rights and health and safety can be adequately discharged. For example, the Council Flood Risk Management and Drainage team will need to be made aware of any asset transfers to inform the Asset Register, as required by s21 of the Flood and Water Management Act.

## Recommendations

50. Explore the opportunities for community asset transfer for suitable facilities within green spaces or the whole site where this may be feasible.

### 6.3.9 Management

Coventry City Council currently holds the Green Flag Award for 5 parks and green spaces:

- Allesley Park
- Caludon Castle Park
- Coombe Country Park
- Longford Park
- War Memorial Park.

Coventry University also holds a Green Flag Award for the Coventry University Campus. The Council will sustain the number of Green Flag Awards at the current level since within existing resources. It will also seek to identify opportunities to increase the number of Green Flag Awards within the city, and subject to additional funding becoming available, will invest in improving the quality of specific spaces with the aim of achieving this national standard.

London Road Cemetery has achieved funding through the National Lottery Heritage Fund (formerly Heritage Lottery Fund) Parks for People programme and the authority was awarded a grant of £1.6 million in June 2018. The Green Flag Award will need to be achieved (and retained for seven years) as part of the contractual conditions of this grant. An application to the Award scheme will be made following the delivery of the capital works.

The Council will also explore the opportunity to work with community based organisations to achieve the Green Flag Community Award which recognises significant community management of green spaces. The Council will provide support and advice to groups to achieve this ambition.

The standard approach to improving green space quality is through the management planning process and the production of a site-specific management plan. The process is well understood and the authority has an agreed approach and template to producing Management and Maintenance Plans. It will continue to produce site specific management and maintenance plans with a target of producing (or updating) a further three Plans per year.

Through consultation, issues relating to accessibility and disabled access have been raised. The Council will seek to carry out a review of the accessibility of specific green spaces through the management planning process and incorporate recommendations for improved accessibility into new and updated Plans.

The initial community workshops identified suggestions for improving the ecological management of parks and green spaces and enhancing biodiversity value. The grounds maintenance schedule should be reviewed to identify opportunities for less intensive maintenance approaches that will benefit biodiversity. This approach may also produce some financial savings from reduced grass cutting frequencies.

The Byelaws relating to parks and green spaces are out of date and would benefit from review. One example is that the Byelaws typically prohibit cycling in parks, which conflicts with the aim to get more people cycling and more people active in parks. Other Byelaws will need to be updated to help address anti-social behaviour and reduce the barriers to use.

Currently data on the level of use of parks and green spaces is piecemeal and ad hoc. There is no overall framework for establishing the number of people that use Coventry’s green spaces on an annual basis and therefore it is difficult to establish any trends in the use of these spaces. The authority will seek to develop a model to estimate annual person visits to green spaces across the city.

Currently parks and green space services do not participate in benchmarking with other authorities, other than for fees and charges (carried out on an annual basis). The Council should look to establish some key performance indicators and to compare data with other similar authorities from the family group.

- Recommendations**
- 51. Sustain the number of Green Flag Awards at the current level of 5 Awards and subject to additional funding seek to achieve further Green Flag Awards.
  - 52. Work with community partners to gain the Green Flag Community Award where there is community management of green space
  - 53. Achieve the Green Flag Award for London Road Cemetery following the delivery of the HLF funded restoration works.
  - 54. Management and Maintenance Plans are a key tool in addressing green space quality at a site specific level. Develop a rolling programme for the production of new MMPs for key green space sites.

## Recommendations

55. Review grounds maintenance operations and seek to identify opportunities for less intensive management practices that are cost effective and deliver positive outcomes for biodiversity.
56. Through the management planning process ensure that accessibility of green spaces is reviewed and improved.
57. Review and update Byelaws relating to parks and green spaces.
58. Develop a method for measuring and monitoring the level of use of parks and green spaces.
59. Seek to participate in benchmarking service delivery against other family member authorities.

### 6.3.10 *Securing additional resources*

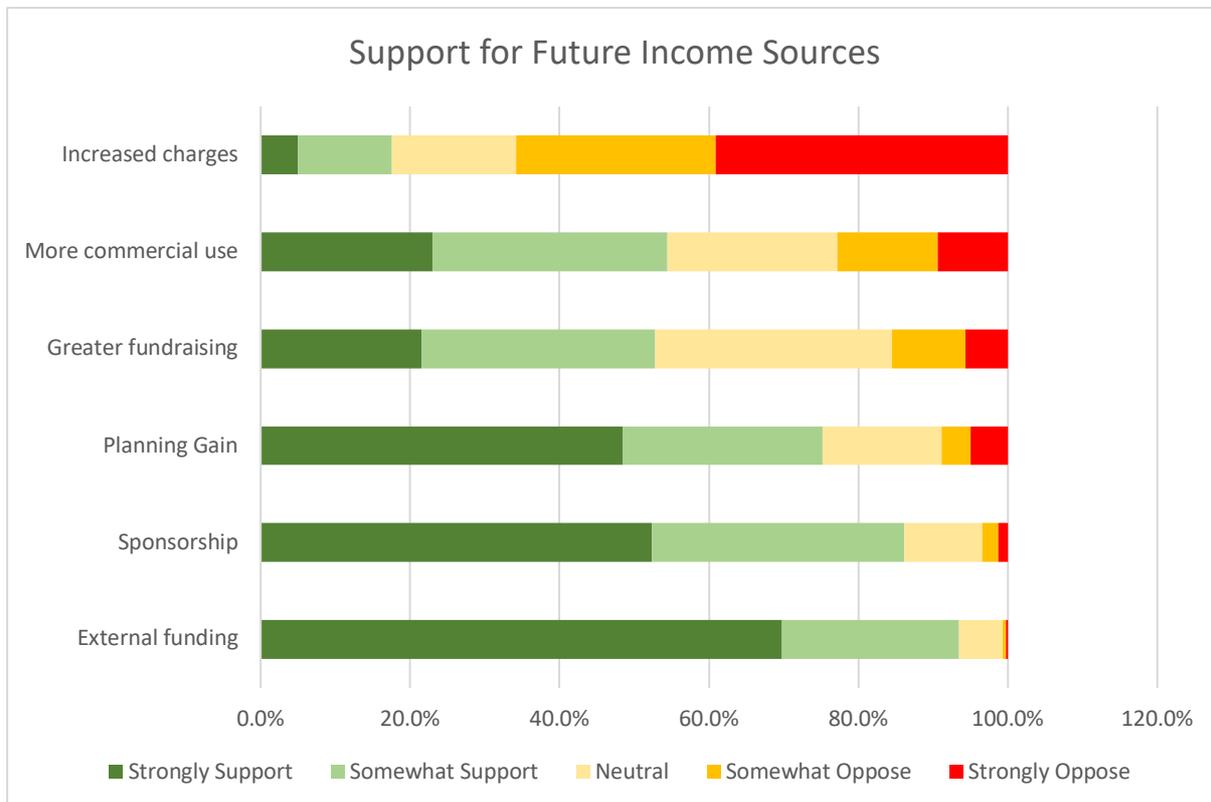
Existing budgets face significant pressures with the grounds maintenance budget having been cut by £1.0 million in 2014/15. Whilst the budgets remain stable at the time of the production of this strategy, there will continue to be constraints on revenue funding and the need to use existing resources more effectively remains.

Like many authorities across the country, Coventry City Council will need to look to secure additional revenue funding from other sources. Opportunities exist to generate additional revenue funding from using green space assets more effectively. A working group has been formed to look at the opportunities to generate income from green space assets such as cafe provision, paid for events and activities, sponsorship and so on. The working group will develop a series of proposals and options for income generation and these actions should be implemented alongside this Green Space Strategy.

The household survey asked respondents to consider the priorities for increasing income to the parks and green space service. The survey found that the key opportunities that were supported included:

- External funding
- Sponsorship

- Planning gain
- Greater fundraising
- More commercial use.



There appeared to be a strong dislike of increasing fees and charges for user groups and sports clubs. This issue was explored at a later workshop and many participants raised concerns about significant increases in fees and charges, leading to reduced levels of use and not being an effective way to raise substantial levels of income. There were also concerns that many communities in Coventry may not be able to afford increased fees and charges and that this would impact upon the use of green spaces as community venues.

Coventry City Council has been successful in securing external funding through sources such as Heritage Lottery Funding and other lottery funding for development projects including the Burges, London Road Cemetery and the Charterhouse project (with Historic Coventry Trust).

War Memorial Park has previously benefited from Heritage Lottery Fund investment and the total invested was over £6 million. This has provided new and enhanced facilities and conserved the

heritage of War Memorial Park, leading to an increase in visitor numbers and an improved visitor experience. The success of the project was confirmed through the quality assessment carried out during the development of the strategy where War Memorial Park achieved the highest score of 89 (out of 100). The park has also held the Green Flag Award since 2012/13.

There is the potential for parks and green spaces in Coventry to accommodate more commercial events and activities and opportunities for this should be explored. Some sites may need investment to improve infrastructure but there may be opportunities to explore this in conjunction with planning for the City of Culture on 2021.

Funding for green space improvements has been secured through section 106 agreements for offsite improvements. However, further work is required if funding is to be available through the Community Infrastructure Levy to improve key green spaces and wider green infrastructure. Proposals should be developed through partnership working between green space services officers and those in planning policy.

- Recommendations**
- 60. Seek to establish a framework for green spaces to access Community Infrastructure Levy funding through the Developer Contributions SPD.
  - 61. Seek to diversify funding streams for parks and open spaces including greater income from external funding, partnerships, commercial activities, fees and charges, and through the planning process.
  - 62. Promote parks and green spaces as venues for community and commercial events.



## **7 Delivering the Strategy**

### **7.1 A Partnership Approach**

Coventry City Council can demonstrate a long-standing track record of partnership working with respect to parks and green spaces. The organisation works with a range of community based and voluntary sector organisations, other local authorities across the region and a range of delivery partners. There is also partnership working with other green space managers such as housing associations and the city's two universities.

Stakeholder workshops identified and stressed the importance of a joined-up partnership approach to managing, maintaining and improving green spaces within Coventry. It was recognised that local authority provision is significant alongside that of many other providers including registered social landlords, the two universities in the city, other education land, private sports clubs and green and blue infrastructure including the canal network and river corridors. The role of the community and voluntary sector, including many 'grass roots' organisations that regularly volunteer to improve green spaces was also highlighted through consultation to develop the strategy. A consistent theme was that Coventry City Council should play a leadership and co-ordination role in green space management and development, continuing to support the many partner organisations.

The role of the voluntary and community sector was almost universally seen as an 'added-value' contribution that should not replace core local authority provision. Community groups and volunteers increase local ownership, bring additional skills and resources to enhance quality and help animate spaces through events and activities. There was significant reluctance from the range of groups engaged for larger scale community asset transfer that would see responsibility for day-to-day management and maintenance being passed to community-based organisations.

The success of this Green Space Strategy is dependent on Coventry City Council working with a range of partners organisations, external agencies and the third sector. The strategy sets out the ambition to develop stronger links with partners and generate greater community participation in green spaces. The action plan shows the lead organisations and a range of partners that will be involved in delivery.

### **7.2 Resources**

This Green Space Strategy has been developed based on the assumption that current Streetpride and Green Spaces budgets will remain static over the lifetime of the strategy and that significant budget reductions for the service area have already occurred.

Currently the service receives around £300,000 annually through planning gain for improvements to improve the quality, accessibility and carrying capacity of existing green spaces. The adoption of Local Standards and updating of planning policy is expected to ensure that these contributions can be maintained and grown over future years.

There is also the opportunity for the green space assets to be used more effectively to generate income to help sustain the service. A review is currently underway and once completed annual targets will be set for income generation.

## 7.3 Action Plan

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
1.	Continue to promote Coventry's parks and green spaces as essential local facilities serving all sections of the community.	Streetpride & Greenspaces	Public Health, Green Space & Heritage Forum	2019/20 & ongoing	Web stats, publications, market / visitor research
2.	Ensure that standards of basic maintenance are delivered and sustained across all parks and green spaces.	Streetpride & Greenspaces	-	2019/20 & ongoing	Monitoring visits, customer comments
3.	Review the existing measures to address litter and broken glass within parks and greenspaces in response to the findings of the Household Survey.	Streetpride & Greenspaces	-	2019/20	Monitoring visits, customer comments
4.	Identify investment required to provide improved infrastructure to support greater use of key parks and open spaces as events spaces to support the delivery of City of Culture 2021.	Streetpride & Greenspaces	City of Culture Trust	2019/20	Costed action plans
5.	Ensure that parks and green spaces contribute to the delivery of the City of Culture 2021.	Streetpride & Greenspaces	City of Culture Trust	2020/21	No. of parks used as venues. No. of events hosted.
6.	Promote existing methods for reporting and recording crime and anti-social behaviour in parks and green spaces.	Streetpride & Greenspaces	Customer Services, Community Safety Team, West Midlands Police,	2019/20	Customer Services records

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
			Greenspace & Heritage Forum		
7.	Continue to work with Police and community safety teams to highlight and address anti-social behaviour hotspots.	Streetpride & Greenspaces	Customer Services, Community Safety Team, West Midlands Police	2019/20 & ongoing	Crime & ASB statistics.
8.	Consider the establishment of a Park Watch scheme to encourage the participation of local people in increasing community safety.	Streetpride & Greenspaces	Community Safety Team, other land managers (Whitefriars Housing, Coventry & Warwickshire Universities etc)	2020/21	Establishment of Park Watch. No. of participating friends s./ community organisations
9.	Promote reporting mechanisms to address dog fouling in parks and green spaces (including online dog fouling reporting form).	Streetpride & Greenspaces	Customer Services	2019/20	Customer comments regarding dog fouling. Enforcement action taken.
10	Continue to carry out targeted enforcement action at hotspots to address dog fouling and poor dog control.	Dog warden	Streetpride & Greenspaces	2019/20 & ongoing	Customer comments. Enforcement action taken.
11	Work with friends and community groups to deliver campaigns to encourage responsible dog ownership.	Streetpride & Greenspaces	Dog warden	2020/21 & ongoing	No of campaigns delivered.

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
12	Promote the new 'Coventry on the Move' activity routes to increase accessibility, activity and achieve benefits for health and wellbeing.	Streetpride & Greenspaces	Public Health	2019/20 & ongoing	No of participants. Satisfaction data with programme.
13	Through the 'Coventry on the Move' initiative develop a programme of activities in parks and green spaces that increases activity and brings health and wellbeing benefits to Coventry's residents.	Streetpride & Greenspaces	Public Health	2020/21	No of participants. Improved health outcomes.
14	Develop a network of community hubs and a community champions model to increase activity and deliver sustained improvements to health and wellbeing targeted on those areas with lowest health outcomes.	Streetpride & Greenspaces	Public Health, Sport & Active Recreation Team	2020/21	No. of hubs established. No of participants. Improved health outcomes.
15	Promote parks and green spaces as way of getting children and young people more active.	Streetpride & Greenspaces	Public Health, Sport & Active Recreation Team	2020/21	No of participants. Improved health outcomes.
16	Promote parks as venues for sports and other activities for local schools to encourage activity and contribute to the reduction in childhood obesity.	Streetpride & Greenspaces	Public Health, Sport & Active Recreation Team	2019/20	No of schools participating. No of participants. Improved health outcomes.
17	The Council, working with community partners, will support and encourage schools (and school	Streetpride & Greenspaces	Greenspace & Heritage Forum	2020/21	No. of projects delivered

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
	communities including parents) to become involved in using and caring for their local green spaces				
18	The Council will develop promotional materials about the opportunities for schools to become involved in projects to care for and improve local green spaces	Streetpride & Greenspaces	Communications Team	2020/21	Map of green space and other promotional materials produced.
19	Develop a pilot project to provide Wi-Fi in key parks to establish if this is a significant factor in encouraging the participation of children and young people.	Public Health	Streetpride & Greenspaces	2020/21	Increased levels of participation. Feedback from young people.
20	Explore the potential demand for the provision of trim trails and outdoor gyms.	Streetpride & Greenspaces	Public Health, Sport & Active Recreation Team	2020/21	Pilot project. No. of new facilities delivered.
21	Work with Public Health and partner organisations to evaluate the success of the Coventry on the Move project to inform the future development of the scheme.	Public Health	Streetpride & Greenspaces	2020/21	Evaluation process delivered. Key findings disseminated.
22	Work with Highways and Public Health to provide safe routes to parks and green spaces for pedestrian and cyclists to address identified barriers.	Highways	Public Health, Streetpride & Greenspaces	2019/20 & ongoing	No. of new safe routes created. No of barriers removed / addressed.
23	Identify opportunities to create better networks of green spaces / green corridors as traffic free routes for walking, cycling (and water-based leisure activities) to promote health and wellbeing.	Streetpride & Greenspaces	Planning Policy, Highways, Flood Risk Management & Drainage team,	2019/20 & ongoing	Develop action plan.

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
			Canal & River Trust, WWT		
24	Develop and adopt local standards for the quantity, quality and accessibility of parks and green spaces.	Planning Policy	Streetpride & Greenspaces	2019/20	Developer Contributions SPD.
25	Produce and adopt a Green Space Developer Contributions SPD.	Planning Policy	Streetpride & Greenspaces	2019/20	Developer Contributions SPD.
26	Consider the opportunities to adopt a strategic approach to increase the quantity of provision for teenagers in key parks and green spaces.	Streetpride & Greenspaces	Planning Policy	2019/20	Develop action plan.
27	Address quantitative deficiencies in playing pitch provision as identified in the (revised) playing pitch strategy.	Sport & Active Recreation	Planning Policy, Streetpride & Greenspaces	2019/20 & ongoing	Increased quantity of playing provision for key sports.
28	Improve community access to educational sports facilities through shared use agreements (link to PPS 2018).	Sport & Active Recreation	Planning Policy, Education, Streetpride & Greenspaces	2019/20 & ongoing	No. of access agreements developed.
29	Review current and future demand for allotment provision, community gardening and urban forestry food production, identify opportunities and develop an action plan.	Streetpride & Greenspaces	Coventry & District Allotments & Gardens Council	2019/20	Review provision. Develop action plan.

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
30	Address qualitative deficiencies in green space provision as identified by the Local Standards proposed in this strategy.	Streetpride & Greenspaces	Planning Policy	2019/20 & ongoing	No of sites improved. Change to quality score.
31	Develop a strategic approach to addressing poor perceptions relating to the quality of play provision.	Streetpride & Greenspaces	Communications Team	2020/21	Household / User Survey.
32	Address qualitative deficiencies in playing pitch provision as identified in the (revised 2018) playing pitch strategy.	Sport & Active Recreation	Planning Policy, Streetpride & Greenspaces	2019/20 & ongoing	No of sites improved. Change to quality score.
33	Work with other landowners to address low quality green spaces as identified through the quality assessment.	Streetpride & Greenspaces	Other landowners	2020/21	No of sites improved. Change to quality score.
34	Carry out a Green Flag based audit at the end of the strategy period to measure change against the baseline data (2017).	Streetpride & Greenspaces	Planning Policy	2022/23	Quality assessment completed. Comparison of data with 2017 baseline.
35	Work in partnership to deliver the recommendations of the Sub-regional Green Infrastructure Strategy to safeguard and enhance biodiversity assets and create greater connectivity to form core areas and large functional clusters.	Streetpride & Greenspaces	Planning Policy, WCC, WWT	2019/20 & ongoing	No of improvement projects delivered.
36	Maintain and strengthen the partnership with WWT and develop projects to address priority species and	Streetpride & Greenspaces	WWT, Greenspace & Heritage Forum	2019/20 & ongoing	No of improvement projects delivered.

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
	habitats as set out in the Warwickshire, Coventry and Solihull Local Biodiversity Action Plan.				
37	Seek to improve access to and promote blue & green corridors as important linear routes including those of the Coventry Canal, River Sowe and Sherbourne corridors.	Streetpride & Greenspaces	Flood Risk Management & Drainage team, Canal & River Trust, WWT	2019/20 & ongoing	No of improvement projects delivered.
38	Seek funding for the River Sherbourne Living Landscape Project in partnership with Warwickshire Wildlife Trust.	WWT	Streetpride & Greenspaces, Flood Risk Management & Drainage team	2019/20	External funding secured. Delivery of project outcomes.
39	Continue to promote the Coventry Canal Art Trail and seek opportunities to expand this into adjacent green spaces and communities.	Streetpride & Greenspaces	Canal & River Trust, Coventry Canal Society	2020/21	No of additional art features. Usage statistics.
40	Implement the findings of the Urban Forestry Strategy to protect and enhance the city's rich heritage of street trees, urban forestry and woodlands alongside the implementation of this strategy.	Urban Forestry team	Streetpride & Greenspaces, Highways, Coventry Tree Wardens	2019/20 & ongoing	Production of strategy. Delivery of action plan.
41	Working in partnership with other landowners (and residents) and subject to funding, consider an aspiration for planting a tree for every citizen in the city.	Urban Forestry team	Streetpride & Greenspaces, Greenspace & Heritage Forum	2019/20 & ongoing	No. of trees planted.
42	Identify projects and opportunities to contribute to the delivery of National Pollinator framework by creating more high quality flower-rich habitats including pictorial meadows.	Streetpride & Greenspaces	WWT, Greenspace & Heritage Forum	2019/20 & ongoing	Area of land improved. No. of projects delivered.

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
43	Identify opportunity sites that provide the potential to secure funding through Biodiversity Offsetting.	Streetpride & Greenspaces	Planning Policy (Ecologist), WCC	2019/20 & ongoing	Area of land improved. No. of projects delivered.
44	Continue to promote and support the Green Space and Heritage Forum.	WWT	Streetpride & Greenspaces	2019/20 & ongoing	Number of meetings held. No of participants. No. of groups attending.
45	Work with friends and community groups to develop volunteer / group action plans and identify training needs.	WWT	Streetpride & Greenspaces	2019/20 & ongoing.	Develop 3 plans per year.
46	Continue to support the Tree Warden programme and develop an action plan aligned to this strategy.	Urban Forestry team	WWT, Streetpride & Greenspaces	2019/20	Develop action plan.
47	Support the establishment of new friends and community groups where there is community interest focused on areas where there is greatest need.	WWT	Streetpride & Greenspaces	2019/20 & ongoing.	No. of groups established.
48	Develop clear guidance to support external and community based organisations using parks for events.	Park Events team	Streetpride & Greenspaces	2019/20	Guidance published.

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
49	Increase the staffing resource to develop partnerships and secure additional funding.	Streetpride & Greenspaces	Planning Policy	2019/20	No of FTE posts created.
50	Explore the opportunities for community asset transfer for suitable facilities within green spaces or the whole site where this may be feasible.	Streetpride & Greenspaces	Greenspace & Heritage Forum, WWT	2019/20 & ongoing	No of assets transferred to community management.
51	Sustain the number of Green Flag Awards at the current level of 5 awards and subject to funding seek to achieve further Green Flag Awards.	Streetpride & Greenspaces	Greenspace & Heritage Forum	Ongoing	No. of Green Flag Awards per year.
52	Work with community partners to gain the Green Flag Community Award where there is community management of green space.	Streetpride & Greenspaces	Greenspace & Heritage Forum, Whitefriars, WWT	2020/21 and ongoing	No. of Green Flag Community Awards per year.
53	Achieve the Green Flag award for London Road Cemetery following the delivery of the HLF funded restoration works.	Streetpride & Greenspaces	Bereavement Services, Friends of LRC	2021/22	Green Flag award achieved.
54	Management and Maintenance Plans are a key tool in addressing green space quality at a site specific level. Develop a rolling programme for the production of new MMPs for key green space sites.	Park Development Officers	Streetpride & Greenspaces	2019/20	3 additional Plans per year.
55	Review grounds maintenance operations and seek to identify opportunities for less intensive management practices that are cost effective and deliver positive outcomes for biodiversity.	Streetpride & Greenspaces	Highways team, WWT	2019/20 & annually thereafter	No. of projects implemented.

Ref	Recommendation	Lead Organisation	Delivery Partners	Timescale	Performance Measure
56	Through the management planning process ensure that accessibility of green spaces is reviewed and improved.	Streetpride & Greenspaces	Disabled people's advocacy groups	2019/20 & ongoing	No. of accessibility audits carried out. Improvement projects delivered.
57	Review and update Byelaws relating to parks and green spaces.	Streetpride & Greenspaces	Legal Services	2019/20	Revised Byelaws adopted.
58	Develop a method for measuring and monitoring the level of use of parks and green spaces.	Streetpride & Greenspaces	Greenspace & Heritage Forum	2020/21	Usage data
59	Seek to participate in benchmarking service delivery against other family member authorities.	Streetpride & Greenspaces	West Midlands Parks Forum	2020/21 & every 2 years thereafter	Benchmark data.
60	Seek to establish a framework for green spaces to access Community Infrastructure Levy funding through the Developer Contributions SPD.	Planning Policy	Streetpride & Greenspaces	2018/19	Developer Contributions SPD adopted.
61	Seek to diversify funding streams for parks and open spaces including greater income from external funding, partnerships, commercial activities, fees and charges, and through the planning process.	Streetpride & Greenspaces	Commercialisation Working Group, Greenspace & Heritage Forum	2019/20 & ongoing	Action plan developed. Income generated.
62	Promote parks and green spaces as venues for community and commercial events.	Streetpride & Greenspaces	Commercialisation Working Group, Events Team	2019/20 & ongoing	No. of events. No of spaces used for events.

## **8 Monitoring & Evaluation**

### **8.1 Monitoring**

The strategy will be used in the Streetpride and Green Spaces and service planning process which occurs annually.

The action plan will be monitored on a quarterly basis in order to track progress and implementation of the strategy.

It is recommended that an annual parks and green spaces summit is held to review progress and to identify priorities and opportunities for the following twelve months.

### **8.2 Evaluation**

The green space quality assessment should be repeated in summer / autumn 2021.

The strategy will be formally reviewed and evaluated in Year 5 in March 2023.



## **Appendix A**

### **Proposed Local Standards**

## Coventry Green Space Strategy - Proposed Local Standards

The Coventry Green Space strategy in line with the Coventry Local Plan classifies green spaces according to three broad categories : Formal; Informal and Functional. The table below shows the component types of green space within each classification.

Type of Green Space	Planning Classification
Parks and Gardens	Formal
Outdoor Sports Facilities (with unrestricted access)	
Provision for Children & Young People	
Amenity Green Space	Informal
Natural and Semi-natural Green Space	
Green Corridors	
Allotments & Community Gardens	Functional
Cemeteries & Churchyards	

The proposed Local Standards will use these three categories when considering green space provision and the need to consider new provision either onsite or offsite and in determining the need for financial contributions by developers.

<b>FORMAL GREEN SPACE</b>	
<b>QUANTITY</b>	
Current Provision	<b>TOTAL 41 sites, 303.45 ha</b> <b>TOTAL 0.84 hectares per 1,000 population (2017 MYE)</b>
Distribution of Provision	All Wards contain at least one Formal green space with unrestricted access. Eleven wards have provision that is less than the average of 0.84 ha / 1000 population.
Consultation Results	The Household Survey found that: <ul style="list-style-type: none"> <li>• 63.4% of respondents considered that the current amounts of parks and gardens was 'about right'.</li> <li>• 40.4% of respondents were satisfied with the quantity of play provision.</li> <li>• 12.5% of respondents were satisfied with the quantity of provision for teenagers</li> <li>• 36.3% of respondents considered the quantity of sports provision to be adequate</li> </ul> <p>The following wards had the lowest levels of satisfaction with the quality of provision of Formal Green Space: Foleshill, Henley, Holbrook, Lower Stoke, Radford, St Michael's.</p>
Proposed Quantity Standard	0.84 hectares per 1,000 population (the current level of provision)
Justification	The 2008 quantity standards were based on the average supply at that time. It is proposed that a similar approach is adopted which seeks to protect the current level of provision.
<b>QUALITY</b>	
Current Provision	City Park – 2 sites : average 88 District level – 8 sites average 65 Neighbourhood Level – 18 sites average 51 Local level – 8 sites average 53 Overall Range 9-89 <b>Average quality score 55</b>
Distribution of Provision	Twelve Wards all have average quality scores below the average for Formal green space: Bablake, Binley and Willenhall, Cheylesmore, Foleshill, Henley, Holbrook, Lower Stoke, Radford, Sherbourne, Upper Stoke, Westwood, Woodlands.
Consultation Results	The Household Survey found that: <ul style="list-style-type: none"> <li>• 70.7% of respondents were satisfied with the overall quality of parks and gardens</li> <li>• 29.9% of respondents were satisfied with the overall quality of outdoor sports facilities</li> <li>• 35.4% of respondents were satisfied with the overall quality of play provision</li> <li>• 11.4% of respondents were satisfied with the overall quality of provision for teenagers</li> </ul> <p>Residents of Bablake, Cheylesmore, Earlsdon, Sherbourne, St Michaels, Wainbody, Whoberley, Woodlands and Wyken were least satisfied with the quality of formal green space. Therefore, a focused approach to increasing the quality of the lowest performing spaces would be appropriate.</p>

Proposed Quality Standard	The proposed standard is 70 (out of 100) for all Formal Green Spaces – broadly equivalent to the standard to achieve the Green Flag Award.  33 Formal green spaces are below this proposed quality standard.
Justification	All Formal Green Spaces should achieve a minimum standard equivalent to the Green Flag Award standard. The overall pass mark for the Green Flag Award is 66 out of 100 based on a desktop and field assessment process. The quality assessment was conducted only on a field assessment so a proposed quality standard of 70 is proposed.
<b>ACCESSIBILITY</b>	
Proposed Quantity Standard	A common standard across all green space types is proposed: All residents should be within 1200m of a District level space or All residents should be within 800m of a Neighbourhood level space or All residents should be within 400m of a Local level space
Justification	The proposed accessibility standard is based upon all residents of the borough having equality of access to an unrestricted green space of some type / significance.
Distribution of Provision / Key deficiencies	There are some areas of deficiency to District / Neighbourhood / Local level spaces across the city.

### Provision for Children and Young People

Whilst Provision for Children and Young people forms part of the classification Formal Green Space, the Green Space Strategy and Local Standards do not propose a quantity standard for equipped provision for children and young people. However, the authority has adopted the Fields in Trust accessibility standards<sup>1</sup> as summarised below.

	Designation		Accessibility Standard
<b>Equipped / designated play areas</b>	LAP	Local Area for Play (and informal recreation)	100 m
	LEAP	Local Equipped Area for Play (and informal recreation)	400 m
	NEAP	Neighbourhood Equipped Area for Play (and informal recreation, and provision for children and young people)	1,000 m
	MUGA	Multi Use Games Area	700 m

<sup>1</sup> Fields in Trust (2018) – Guidance for Outdoor Sport and Play : Beyond the Six Acre Standard (England)

<b>INFORMAL GREEN SPACE</b>	
<b>QUANTITY</b>	
Current Provision	<b>TOTAL 374 sites, 754.8 ha</b> <b>TOTAL 2.10 hectares per 1,000 population (2017 MYE)</b>
Distribution of Provision	All Wards across the city have a minimum of 8 Informal green spaces with unrestricted access. Eight wards have provision that is less than the average of 2.10 ha / 1000 population.
Consultation Results	The Household Survey found that: <ul style="list-style-type: none"> <li>• 50.4% of respondents considered that the current amounts of Natural and Semi-natural Green Space was 'about right'.</li> <li>• 51.4% of respondents were satisfied with the quantity of Amenity Green Space.</li> </ul> <p>The following wards had the lowest levels of satisfaction with the quality of provision of Informal Green Space: Foleshill, Henley, Holbrook, Lower Stoke, Radford, St Michael's.</p>
Proposed Quantity Standard	2.10 hectares per 1,000 population (the current level of provision)
Justification	The 2008 quantity standards were based on the average supply at that time. It is proposed that a similar approach is adopted which seeks to protect the current level of provision.
<b>QUALITY</b>	
Current Provision	District level – 3 sites average 40 Neighbourhood Level – 5 sites average 41 Local level – 153 sites average 39 Overall Range 9-77 <b>Average quality score 41</b>
Distribution of Provision	Nine Wards all have average quality scores below the average for Informal green space: Binley and Willenhall, Cheylesmore, Westwood, Holbrook, Longford, Earlsdon, Radford, Westwood, Whoberley and Wyken.
Consultation Results	The Household Survey found that: <ul style="list-style-type: none"> <li>• 61.2% of respondents were satisfied with the overall quality of Natural and Semi-natural Green Space</li> <li>• 46.0% of respondents were satisfied with the overall quality of Amenity Green Space</li> </ul> <p>Residents of Binley and Willenhall, Foleshill, Henley, Holbrook, Longford, Lower Stoke, Radford, Sherbourne, Upper Stoke and Wyken were least satisfied with the quality of informal green space. Therefore, a focused approach to increasing the quality of the lowest performing spaces would be appropriate.</p>
Proposed Quality Standard	The proposed standard is 60 (out of 100) for all Informal Green Spaces  155 Informal green spaces are below this proposed quality standard.
Justification	All Informal Green Spaces should achieve a minimum standard equivalent of 'good' against the Green Flag Award standard which equates to 60 (out of 100). This is lower than the standard proposed for Formal Green Space.

<b>ACCESSIBILITY</b>	
Proposed Quantity Standard	A common standard across all green space types is proposed: All residents should be within 1200m of a District level space or All residents should be within 800m of a Neighbourhood level space or All residents should be within 400m of a Local level space
Justification	The proposed accessibility standard is based upon all residents of the borough having equality of access to an unrestricted green space of some type / significance.
Distribution of Provision / Key deficiencies	There are some areas of deficiency to District / Neighbourhood / Local level spaces across the city.

<b>FUNCTIONAL GREEN SPACE</b>	
<b>QUANTITY</b>	
Current Provision	<b>There are 54 allotments (93.6 ha) and 13 Cemeteries and Churchyards (41.2 ha) within the city TOTAL 67 sites – 134.7 ha TOTAL 0.37 ha per 1,000 population (2017 MYE)</b>
Distribution of Provision	Ten wards have provision that is less than the average of 0.37 ha / 1000 population.
Consultation Results	There is no consultation data about Functional Green Space
Proposed Quantity Standard	0.37 hectares per 1,000 population
Justification	The proposed standard seeks to maintain the same level of provision. However, it is recognised that the amount of provision for Functional Space is likely to be demand led as it serves specific purposes as well as providing recreational and environmental benefits.
<b>QUALITY</b>	
Current Provision	Relatively few Functional spaces were assessed as part of the quality assessment due to the specialist nature of the spaces.
Distribution of Provision	N/A
Consultation Results	N/A
Proposed Quality Standard	No quality standard is proposed but where there is scope to improve the quality of Functional green spaces these should be brought up to the equivalent standard of Informal Green Space i.e. 60 (out of 100).
Justification	All Informal Green Spaces should achieve a minimum standard equivalent of 'good' against the Green Flag Award standard which equates to 60 (out of 100). This is lower than the standard proposed for Formal Green Space.
<b>ACCESSIBILITY</b>	
Proposed Quantity Standard	All residents should be within 1200m of an allotment site.

	No accessibility standards are proposed for cemeteries and churchyards.
Justification	The distance threshold of 1200m is consistent with that proposed in the 2008 Green Space Strategy.
Distribution of Provision / Key deficiencies	There are small areas of deficiency to allotments in the following Wards: Bablake, Binley and Willenhall, Henley, Woodlands (north) and Wainbody.

### **Notes and assumptions**

Based on dataset L1 v10 updated 13Feb19 – all sites over 0.1 ha.

These local standards are based on the mapping data as of 13 February 2019 and the proposed quantity standards are based upon 2017 Mid Year Estimates for population. The figures shown in the proposed local standards are subject to change as and when the population data is updated.

## **Appendix B**

### **List of Consultees**

## **List of Consultees**

### **Coventry City Council**

Flood Risk Management & Drainage team

Greenspaces team

Highways

Insight team

Planning Policy

Public Health

Sport & Active Recreation

Strategic Asset Management

Streetpride & Greenspaces

Urban Forestry

Business, Economy and Enterprise Scrutiny Board

Green Space Strategy Task and Finish Group

### **Partner Organisations**

Canal & River Trust

Coventry and Rugby Clinical Commissioning Group

Coventry University

Environment Agency

Sport England

The Woodland Trust

University of Warwick

Warwickshire County Council

Warwickshire Wildlife Trust

Whitefriars Housing Association

## **Community & Voluntary Sector**

Access Development Group  
Allesley and Coundon Wedge Conservation Society  
Allesley Green Residents Association  
Allesley Walled Garden  
British Crown Green Bowls Association  
Coventry Ambassador  
Coventry Canal Basin Trust Ltd  
Coventry Green Space & Heritage Forum  
Coventry Older Voices  
Coventry Pensioners Convention  
Coventry Society  
Coventry Tree Warden Network  
Coventry Wheelchair Users Group  
Cycling UK - Coventry  
Different Strokes  
Feeding Coventry  
Five Acre Community Farm  
Friends of Allesley Park  
Friends of Caludon Castle Park  
Friends of Canley Green Spaces  
Friends of London Road Cemetery  
Friends of Longford Park  
Friends of Moat House Park  
Friends of Naul's Mill Park  
Friends of Sowe Valley  
Friends of Spencer Park  
Friends of the War Memorial Park  
KiJoo  
NHS Volunteer

Positive Images Festival

RAWKUS (Warwick University)

Warwick Volunteers- University of Warwick

WATCH Ltd

WEA

Wyken Waste Warriors

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Cabinet  
Council

8<sup>th</sup> October 2019  
15<sup>th</sup> October 2019

**Name of Cabinet Member:**

Cabinet Member for Jobs and Regeneration – Councillor O’Boyle

**Director Approving Submission of the report:**

Deputy Chief Executive (Place)

**Ward(s) affected:**

All

**Title:**

UK Battery Industrialisation Centre – Loan from WMCA

---

**Is this a key decision?**

Yes – income/additional funding is in excess of £1m.

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**Executive Summary:**

More and more car manufacturers are announcing their intention to move towards building electric cars, and the demand for batteries will increase sharply over the next ten to twenty years. Currently, expertise in battery development is concentrated in Asia, Germany and the United States, and the UK is lagging behind.

The UK Government announced the Faraday Challenge, part of the Industrial Strategy Fund, during the summer 2017. It aims to fund battery research and development work to ensure that the demand for batteries leads to the creation of jobs here in the UK rather than overseas in battery manufacturing. One of the strands of the Faraday Challenge aims to bridge the gap between battery research in universities and large-scale battery production by car manufacturers.

In November 2017, as part of a national competition £80m of Faraday Challenge funding was awarded to the consortium of Coventry City Council, Coventry & Warwickshire Local Enterprise Partnership (CWLEP) and Warwick Manufacturing Group (WVG), University of Warwick to develop a manufacturing scale-up facility (UKBIC) in the West Midlands region (“the Project”). The funding was awarded through an open competition run by the Advanced Propulsion Centre (APC) and Innovate UK.

This funding award was approved by Cabinet and Council in November 2017 with the authorisation to accept £80m of Faraday Challenge funding and up to £40m of local match funding, which at the time formed part of the West Midlands Combined Authority (WMCA)

Devolution Deal 2 bid to central Government. Since then the Devolution Deal 2 has not materialised the project has been looking to secure other sources of local match funding.

Earlier this year the project scope was enhanced in response to industry demand and the full cost rising to £126m. In response Innovate UK awarded an additional £28m through the Faraday Challenge on the condition that a newly revised local contribution of £18m was found to match the Faraday Challenge grant investment.

The UKBIC Partnership (CWLEP, WMG and Coventry City Council) has managed to secure the £18m from the WMCA in the form of a repayable grant.

The WMCA funding will be secured against UKBIC assets and repaid using UKBIC Ltd surpluses over time. The funding will be of no cost to the Council.

The UKBIC programme is part-way through development and progressing well. The programme is due for completion in March 2020 when the UKBIC facility will open for business. Construction work is well underway on the site on the outskirts of Coventry alongside the procurement of machinery and a team of 50 has been recruited to date.

### **Recommendations:**

Subject to agreement with Innovate UK, Cabinet is asked to recommend that Council:

- 1) Authorise the Council to act as Accountable Body and accept the £18m contribution from the WMCA as a repayable grant and to make the necessary adjustment to the Capital Programme.
- 2) Delegate authority to the Director of Business Investment and Culture, the Finance Manager (Corporate Resources) and the City Solicitor and Monitoring Officer to undertake the necessary due diligence, negotiate the terms and conditions of the funding agreement with the WMCA and also enter into the necessary agreement.
- 3) Delegate authority to the Director of Business Investment and Culture and the Finance Manager (Corporate Resources) following consultation with the Cabinet Member for Strategic Finance and Resources (in the event that the legal documentation are not completed before the end of October) to commit the necessary agreed funding in recommendation 1 above up to a value of £5m for the delivery of the Project.
- 4) Delegate authority to the Director of Business Investment and Culture, the Finance Manager (Corporate Resources) and the City Solicitor and Monitoring Officer to finalise the terms of the transfer of the funding to UKBIC and the repayment mechanism back to the Council.

Council is asked to:

- 1) Authorise the Council to act as Accountable Body and accept the £18m contribution from the WMCA as a repayable grant and to make the necessary adjustment to the Capital Programme.
- 2) Delegate authority to the Director of Business Investment and Culture, the Finance Manager (Corporate Resources) and the City Solicitor and Monitoring Officer to undertake the necessary due diligence, negotiate the terms and conditions of the funding agreement with the WMCA and also enter into the necessary agreement.

- 3) Delegate authority to the Director of Business Investment and Culture and the Finance Manager (Corporate Resources) following consultation with the Cabinet Member for Strategic Finance and Resources (in the event that the legal documentation are not completed before the end of October) to commit the necessary agreed funding in recommendation 1 above up to a value of £5m for the delivery of the Project.
- 4) Delegate authority to the Director of Business Investment and Culture, the Finance Manager (Corporate Resources) and the City Solicitor and Monitoring Officer to finalise the terms of the transfer of the funding to UKBIC and the repayment mechanism back to the Council.

**List of Appendices included:**

None

**Background papers:**

None

**Other useful documents**

Faraday Challenge: <https://youtu.be/TGFRbGij29E>

National Battery Manufacturing Development Facility - Faraday Challenge Paper  
Cabinet 28<sup>th</sup> November 2017

<https://edemocracy.coventry.gov.uk/ieListDocuments.aspx?CId=124&MId=11478&Ver=4>

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

No

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

No

**Will this report go to Council?**

Yes – 15<sup>th</sup> October 2019

## **Report title: UK Battery Industrialisation Centre Additional Funding Award from the WMCA**

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

- 1.1 In 2017, the UK Government, through its Industrial Strategy Challenge Fund, launched the Faraday Battery Challenge a £246m commitment over four years to develop world leading batteries, designed and manufactured in the UK in order to fully exploit the industrial opportunity of vehicle electrification.
- 1.2 In November 2017, £80m of Faraday Battery Challenge funding was awarded to the consortium of Coventry City Council, Coventry & Warwickshire Local Enterprise Partnership (CWLEP) and Warwick Manufacturing Group (WMG), University of Warwick to develop a manufacturing scale-up facility (UKBIC) in the West Midlands region. The funding was awarded through an open competition run by the Advanced Propulsion Centre (APC) and Innovate UK.
- 1.3 Through engagement with industry and government, there is now a need for an enhanced specification with the latest technology to attract top-tier automotive manufacturers and research and development companies. In addition, the West Midlands region is seeking to secure further investment in the sector and establish larger multi-gigawatt-scale annual production of batteries in the UK (a “Gigafactory”).
- 1.4 To secure these opportunities and meet industry need, additional funding is needed to ‘pull forward’ delivery of a manufacturing development facility which is fully specified to industry leading standards. The current opportunity requires an increase in total project costs to £126m. 85% of this funding is being provided through the Industrial Strategy Challenge Fund (Faraday Battery Challenge) as the project has secured an additional £28m on top of the original £80m award. £18m has now been awarded from the West Midlands Combined Authority to support this opportunity for the region.
- 1.5 The 18,000m<sup>2</sup> facility, which is due for completion in March 2020, will initially employ an estimated 100 people once fully operational. Additional jobs will also be generated in the supply chain, and further employment and training opportunities will be created in the future.
- 1.6 The UKBIC programme is part-way through development. Construction work has begun on the site on the outskirts of Coventry alongside the procurement of machinery and a team of c50 has been recruited to date, including UKBIC Managing Director Jeff Pratt. This team has extensive and valuable experience in both industrial battery production and delivering complex, large scale manufacturing projects.

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

#### **2.1 Not accept the grant award from the WMCA (Not Recommended)**

The option to not accept the funding would result in a facility which does not deliver what industry needs and does not unlock further investment and opportunities within the automotive sector.

#### **2.2 To accept the grant award from the WMCA (Recommended)**

It is therefore recommended the additional funding from the WMCA is accepted for the reasons outlined within the report.

### **3 Results of Consultation Undertaken**

No consultation has been undertaken.

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

- 4.1 The project needs to make commitments based on the additional funding in November 2019. It is therefore critical that a decision is made as soon as possible.

### **5 Governance Arrangements**

- 5.1 The UKBIC CCC Programme Board comprises senior management from relevant services and meets monthly to monitor progress and ensure that the best interests of the Council are maintained.

- 5.2 The Director of Property and Project Management and the Director of Finance and Corporate Services have been appointed directors of the new company UKBIC Ltd. The directors of the company must ensure that the company does everything it is obliged to do by law and that any decisions they make are in the best interests of the company.

### **6 Comments from Director of Finance and Corporate Services**

#### **6.1 Financial implications**

- 6.1.1 The WMCA £18m will be made in the form of a repayable grant which will not attract interest. The initial capital outlay will be repaid to the WMCA by Coventry City Council from UKBIC's revenue surpluses. It is a requirement of the UK Government as major funder of UKBIC that the majority of these surpluses are retained for re-investment in the facility, but agreement in principle has been reached to allow 25% of these surpluses to be directed towards recovery of the WMCA investment. Based on the current business planning forecasts for UKBIC, it will be possible to repay the facility over an estimated period of c. 12 years.

- 6.1.2 The WMCA funding will be secured against UKBIC assets and repaid using UKBIC Ltd surpluses over time. The funding will be of no cost to the Council.

- 6.1.3 It is expected that the total Innovate UK grant of £108m will be exhausted by the end of October 2019. The legal documentation will therefore ideally need to be in place before then. In the event of this being delayed, agreement is sought in this report to delegate authority as per recommendation 3 to temporarily commit funds up to a value of £5m whilst the documentation is agreed.

- 6.1.4 To date, over £60m has been spent and claimed from Innovate UK in grant by Coventry City Council and the project has been successfully audited by Grant Thornton demonstrating the robust governance and financial management in place.

#### **6.2 Legal implications**

- 6.2.1 There are no legal implications of accepting the WMCA grant itself, other than to ensure that the terms of and conditions of the grant award as set out by the WMCA are adhered to. The Council's Economic Development Service will be responsible for ensuring that the grant is managed correctly, and Legal Services will provide the necessary support.

6.2.2 A separate legal agreement will be drafted and agreed with UKBIC Ltd to set out the terms. Officers are in discussions with UKBIC Ltd to finalise the terms of such agreement.

## **7 Other implications**

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

7.1.1 The establishment of the UKBIC will make a significant contribution to the Council Plan. Coventry is already a focal point for the UK auto industry and securing the UKBIC will make the area hugely attractive to investors from the industry. The manufacture in Internal Combustion Engines is expected to decline steadily over the next twenty years as more and more car manufacturers plan to move towards electric fleets. It is expected that the market for battery technology in the EU will be worth as much as EUR50Bn during this period, and with the UKBIC operating in Coventry this will provide an excellent incentive for inward investment and job creation, in line with the aims of the Council Plan.

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

7.2.1 With a project as large and complex as this one, detailed work on risk management is ongoing, and the joint CCC-CWLEP-WMG project team has devoted considerable resources to assessing risks and planning mitigation actions.

7.2.2 In any project that uses public funding to support private businesses, particularly with a grant as large as this one, it is important to assess any state aid risks created as a result on an ongoing basis. A specialist firm, Oxera Consulting, is on board to advise partners on the state aid implications of the UKBIC proposals.

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

7.3.1 Two new posts have been created within the Economic Development Service and officer time from existing staff in Finance, Legal and Procurement teams will continue to be required. The costs for both the new posts and existing officer time will continue to be recovered from the grant.

### **7.4 Equality and Consultation Analysis (ECA)**

7.4.1 This project is not expected to have any negative equalities impacts. CCC and CWLEP will place requirements upon the new company to ensure that appropriate equalities impact assessment work takes place as it begins to run its services.

### **7.5 Implications for (or impact on) climate change and the environment**

7.5.1 This project has the potential to have a positive environmental impact. As the UK auto industry moves to electrification there will be a huge reduction in emissions from road vehicles on the country's road. The work of the UKBIC aims to speed up this transition, and therefore have a positive environmental impact.

### **7.6 Implications for partner organisations?**

7.6.1 Establishing the UKBIC here will allow the University of Warwick and WMG to cement their position among the top universities in the world for advanced engineering and automotive R&D. In turn this will lead to further benefits for the city.

**Report author(s):**

**Name and job title:**

Andy Williams, Director of Business, Investment and Culture

**Directorate:**

Place

**Tel and email contact:**

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<b>Contributor/ approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
Oluremi Aremu	Major Projects Lead Lawyer	Place	19/09/2019	19/09/2019
Judi Kilgallon	Project Manager	Place	19/09/2019	19/09/2019
Lara Knight	Governance Services Co-ordinator	Place	19/09/2019	19/09/2019
<b>Names of approvers for submission: (officers and members)</b>				
Phil Helm	Finance Manager	Place	19/09/2019	19/9/2019
Julie Newman	Legal Services Manager	Place	19/09/2019	19/09/2019
Martin Yardley	Deputy Chief Executive	Place	19/09/2019	19/09/2019
Cllr Jim O'Boyle	Cabinet Member Regeneration & Jobs	n/a	19/09/2019	

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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 contains information relating to the financial and business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet  
Council

8<sup>th</sup> October 2019  
15<sup>th</sup> October 2019

**Name of Cabinet Member:**

Cabinet Member for Jobs and Regeneration - Councillor J O'Boyle

**Director Approving Submission of the report:**

Deputy Chief Executive (Place)

**Ward(s) affected:**

Wyken

**Title:**

B&M Stores, Antsy Road, Walsgrave, Coventry – Investment Acquisitions

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**Is this a key decision?**

Yes - the proposals involve financial implications in excess of £1m per annum.

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**Executive Summary:**

This report is seeking approval for the acquisition of a commercial investment property which would generate new income for the Council.

The subject property comprises just over 31,000 sqft of retail warehouse space with some 160 customer car parking spaces in front, sits on a site of 2.28 acres. It is occupied by B&M Stores under a lease for the next 10 years.

The commercially sensitive financial details of the proposal are contained within the corresponding private report.

The level of return generated is assessed based on the level of risk associated with the length of lease and the security of the income. The negotiated price has been validated by external property experts as providing 'market value' for the Council.

It is intended that the property would be held by the Council as an investment asset and managed by the Council's Commercial Property Management.

**Recommendations:**

Subject to the consideration of the corresponding private report, Cabinet is recommended to:

1. Approve in principle the acquisition of the freehold interest subject to a leasehold tenancy, in land at Ansty Road, Coventry as shown on the attached plan 1 for a sum identified in the private report.
2. Delegate authority to the Deputy Chief Executive (Place) following consultation with the Director of Finance and Corporate Services and the City Solicitor to undertake the necessary due diligence, negotiate and finalise the terms of the acquisition of the properties and to complete all necessary legal documentation to facilitate the completion of the purchases.
3. Delegate authority to the Deputy Chief Executive (Place) following consultation with the Cabinet Members for Jobs and Regeneration and Cabinet Member Strategic Finance and Resources for any subsequent variation in terms.

Cabinet is asked to recommend to Council:

1. To approve the necessary adjustment to the Capital programme to reflect the capital expenditure incurred in the acquisition of the Ansty Road interest.

Council is recommended to:

1. Approve the necessary adjustment to the Capital Programme to reflect the capital expenditure incurred in the acquisition of the Ansty Road interest.

**List of Appendices included:**

Plan 1: Site plan for the acquisition of the freehold interest in land known as B&M Stores Ansty Road, Coventry.

**Other useful background papers:**

None

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

No

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

No

**Will this report go to Council?**

Yes – 15<sup>th</sup> October 2019

Report title: B&M Stores, Ansty Road, Walsgrave, Coventry – Investment Acquisition.

**1. Context (or background)**

- 1.1 The Council is committed to investing capital receipts in order to increase revenue income, supporting services it seeks to deliver.
- 1.2 An opportunity has been presented to the Council to acquire property to create income.
- 1.3 The property comprises a purpose built A1 (non-food) stand alone, first generation former Focus DIY / Homebase Store retail warehouse unit. Constructed with a steel portal frame and clad with a combination of materials but predominantly cavity brick and blockwork / profile metal cladding to the elevations.
- 1.4 There is a customer car park to the front access directly from Ansty Road, with a concrete service yard to the rear. Customer car parking extends to approximately 160 spaces, providing a parking ratio of 1:18 sqm (1:195 sqft) and a separately accessed service yard and staff parking area to the rear.
- 1.5 The property provides approximately 2907 sqm (31,300 sqft) of internal accommodation, much of the accommodation being on the ground floor providing the trading space, with a small area of accommodation at first floor.
- 1.6 The total site extends to 2.28 acres
- 1.7 The property is let to B&M Retail Limited for a term of 15 years from 8th December 2014, expiring on 7th December 2029 leaving an unexpired term of just over 10 years.
- 1.8 The current passing rent per annum is outlined in the private report.
- 1.9 The Council already owns just under 50% of the site which is let out on two ground leases generating a total of six pence per annum. The opportunity is to acquire the Freehold land adjacent and benefit from the income generated from the occupational lease to B&M Stores.
- 1.10 The B&M group operates in the UK, Germany and France under the banners of
  - B&M Stores (general merchandise) – 620 stores across the UK
  - Herron Foods (convenience stores) – 281 predominantly in the north of England
  - Jawall (convenience and general stores) – 96 North west Germany
  - Badou (general merchandise and grocery) – 96 stores across France
- 1.11 B&M stores opened 44 net new stores during their Financial Year (FY)19. The company is reporting that it intends opening another 45 stores in their FY20.
- 1.12 The group recently released good trading results showing revenue growth on the previous year up by 15% to £3.48 billion. Their Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA) has risen 8.8% to £249.4m

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

### **Option 1 – Proceed with Acquisition**

- 2.1 The proposed acquisition of the retail warehouse, B&M Stores, would complement the Council's existing investment portfolio, helping to diversify it and provide a balance to the other asset.
- 2.2 The Council currently owns just over 50% of the site which the retail warehouse occupies. Following the acquisition the Council will own the whole of the site on a Freehold basis, subject to the occupational income producing lease from B&M Stores.
- 2.3 Purchasing the land and interests not only provides a substantial increase in the annual income generated from the site but also provides a strategic possibility to combine the land holdings for redevelopment in the medium to long term.
- 2.4 Based on the purchasing cost outlined in the finance section of the private report the return generated on the proposed investment would produce an initial return of 6.7% from the rent increase agreed in December 2019.
- 2.5 The purchase prices proposed for the freehold and leasehold interest and the level of return anticipated has been considered and evaluated by the Council's independent property agents, Lambert Smith Hampton. They have confirmed that the price represents the open market value for the acquisition.
- 2.6 The risks of the investment are reflected in the investment yield / return on the capital employed to purchase the property and due to the scarcity of property available are typical of those currently available in the investment market.
- 2.7 The anticipated return is substantially higher than that which placing the money on deposit.
- 2.8 The vendors have agreed to the terms of the purchase subject to the sale completing on or before the 30<sup>th</sup> October 2019.

### **Option - 2 Not to proceed with this acquisition**

- 2.9 This option is not recommended as good quality investment opportunities with a strong covenant and 10 year income are limited in the current Coventry market.

**Recommendation** – To proceed with the purchase of the income producing investment.

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

No public consultation has been undertaken

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

- 4.1 Subject to Cabinet and Councils approval it is anticipated that the Council will secure the acquisition of the Freehold and leasehold interest within 10 working days of a positive decision.

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

### **5.1 Financial implications**

The commercially sensitive financial implications of this transaction are contained within the private report.

It is important to note that although the current tenant has a lease for the next ten years 100% rental yields cannot be guaranteed due to business failures and the void rental and cost liabilities that could arise as a result. The existing tenant currently has a strong trading position, having produced strong trading results and have reported a significant growth in new stores across the UK and Europe.

Property Consultants, Lambert Smith Hampton, have confirmed that the proposed purchases prices represent the best price achievable in the current market. Taking price and risk into account, the proposal would appear to represent a sensible financial opportunity for the Council. If approved by members, the purchase is proposed to be funded from corporate capital resources.

### **5.2 Legal implications**

Local authorities have broad powers allowing it to invest and to borrow, either for purposes relevant to the performance of any of their functions or generally for the prudent management of their financial affairs (s1 and s12 of the Local Government Act 2003). The Council may also acquire property by agreement located either inside or outside of their administrative boundary for the purposes of any of their functions, including their investment functions, or otherwise for the benefit, improvement or development of their area (s120 of the Local Government Act 1972).

Lastly, they may also take any action (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions, which would again include their investment functions (s111 of the Local Government Act 1972).

The Council will ensure that in exercising its investment functions to expand its property portfolio that any actions are reasonable and proportionate and for proper purposes consistent with the Council's prudential regime and its investment strategy.

The Council's external agents, Lambert Smith Hampton have verified that the terms of the acquisition specified in this report represent market value for the best value and in turn satisfy the requirements under Section 123 Local Government Act 1972

All acquisitions are subject to the vendors being able to show good title and the undertaking of the normal due diligence and finalising the terms of acquisition with regards to the acquisition of land and buildings.

Officers within Legal Service (Place Directorate) have been consulted with regards to the preparation of this report and will agree and complete the legal documentation effecting the acquisition of the freehold and leasehold interests ensuring that the Councils interests are properly protected.

## **6. Other implications**

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

The purchase of the freehold interest and the net financial income benefits that flow from it will contribute to the Council Plan of making the most of our assets to deliver priorities with fewer resources.

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

The risks around the strength of the income being acquired have been identified and reflected in the proposed price to be paid for the asset.

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

The impact to the organisation will be limited to generate additional work for officers within Place Directorate in dealing with the acquisition of the property and long term management of the interest.

The acquisitions will generate additional income producing commercial investments.

### **6.4 Equality and Consultation Analysis (ECA)**

An Equality Impact Assessment has not been undertaken as the proposal concerns the disposal of land for redevelopment as no Council service or group will be impacted.

An equality impact assessment is a process designed to ensure that a policy project or service does not discriminate against any disadvantaged or vulnerable people. Section 149 of the Equality Act 2010 imposes an obligation on Local Authorities to carry out an equality impact assessment when the local authority is exercising a public function.

An equality impact assessment has not been undertaken by officers as the proposal set out in this report relates to the acquisition of a legal interest in the land and does not constitute a change in service delivery policy or the exercise of a public function.

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

The Council's acquisition of the freehold interest in the commercial office property proposed will have no additional implication or impact on the environment.

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

There are no implications for any partner organisations.

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

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**Directorate:**

Place Directorate

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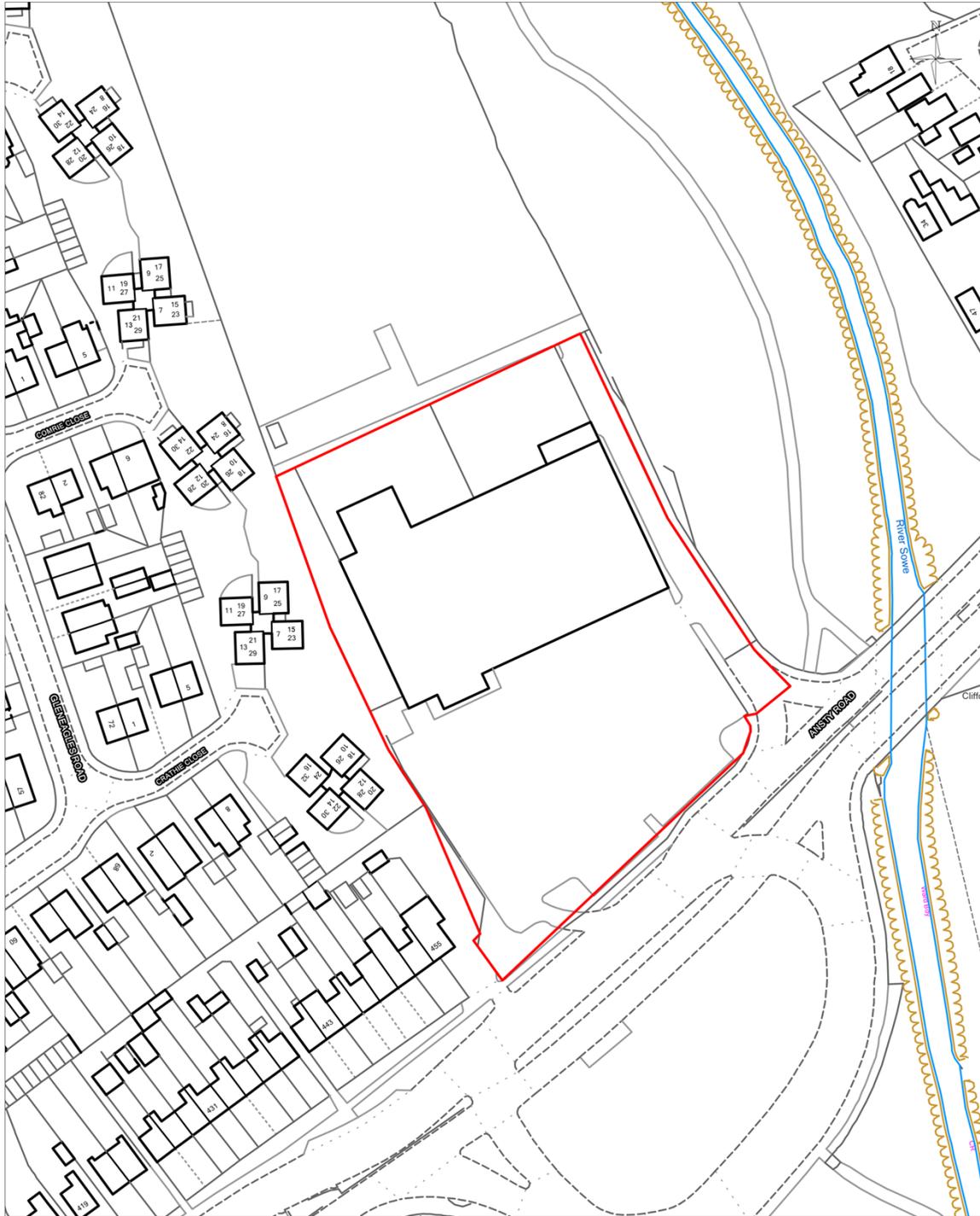
Enquiries should be directed to the above person(s).

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
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[www.coventry.gov.uk/meetings](http://www.coventry.gov.uk/meetings)

Location Plan – B&M stores, Ansty Road, Coventry



PLACE DIRECTORATE  
 PROPERTY  
 ONE FRIARGATE  
 COVENTRY  
 CV1 2GN  
 Tel: 024 76972105



**Title: Ansty Road**

Drawn By: LB  
 Scale :1:1250  
 Date: 20/09/2019

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Martin Yardley - Deputy Chief Executive, Place  
 Richard Moon - Director, Project Management & Property Services

For Identification purposes only

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

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