

**Time and Date**

2.00 pm on Tuesday, 1st December 2020

Place

This meeting will be held remotely. The meeting can be viewed live by pasting this link into your browser:

<https://www.youtube.com/watch?v=mSV1i-7XB6Y&feature=youtu.be>

Public business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes** (Pages 5 - 12)
 - (a) To agree the minutes from the meeting of Cabinet on 13th October 2020
 - (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. **2020/21 Second Quarter Financial Monitoring Report (to September 2020)**
(Pages 13 - 40)

Report of the Director of Finance
6. **Revision to Domestic Vehicle Footway Crossing Policy 2020**
(Pages 41 - 58)

Report of the Director of Transportation and Highways
7. **Local Air Quality Action Plan - Full Business Case** (Pages 59 - 170)

Report of the Director of Transportation and Highways
8. **Public Sector Decarbonisation Scheme - Coventry City Council Public Building Energy Efficiency Retrofit** (Pages 171 - 182)

Report of the Director of Property Services and Development

9. **Review of the Local Plan** (Pages 183 - 192)
Report of the Director of Streetscene and Regulatory Services
10. **One Coventry Plan Annual Performance Report 2019-20**
(Pages 193 - 236)
Report of the Chief Executive
11. **Surrender of Lease on Premises in Upper Precinct, Coventry**
(Pages 237 - 246)
Report of the Director of Property Services and Development
12. **Outstanding Issues**
There are no outstanding issues
13. **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

14. **Surrender of Lease on Premises in Upper Precinct, Coventry**
(Pages 247 - 256)
Report of the Director of Property Services and Development

(Listing Officer: A Hunt, Tel: 024 7697 6853)
15. **Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

Julie Newman, Director of Law and Governance, Council House, Coventry
Monday, 23 November 2020

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 R Brown, K Caan, G Duggins (Chair), P Hetherington, A S Khan (Deputy Chair), K Maton, M Mutton, J O'Boyle, P Seaman and D Welsh

Non-voting Deputy Cabinet Members:

Councillors P Akhtar, B Gittins and G Lloyd

By invitation:

Councillors A Andrews and G Ridley (Non-voting Opposition representatives)

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

Lara Knight / Michelle Salmon

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Coventry City Council
Minutes of the Meeting of Cabinet held at 2.00 pm on Tuesday, 13 October 2020
(This meeting was held remotely)

Present:

Cabinet Members: Councillor G Duggins (Chair)
Councillor AS Khan (Deputy Chair)
Councillor Brown
Councillor P Hetherton
Councillor K Maton
Councillor M Mutton
Councillor J O'Boyle
Councillor P Seaman
Councillor D Welsh

Non-Voting Deputy
Cabinet Members: Councillor P Akhtar
Councillor B Gittins

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

Other Non-Voting
Members: Councillor N Akhtar
Councillor Clifford
Councillor R Lakha
Councillor C Miks
Councillor R Singh
Councillor C Thomas

Employees (by Service):

Chief Executive M Reeves - Chief Executive
Deputy Chief Executive G Quinton - Deputy Chief Executive
Adult Services P Fahy - Director of Adult Services
Childrens Services J Gregg - Director of Childrens Services, N Jeffreys
Education and Skills K Nelson - Director of Education and Skills, P Barnett,
N Johal, S Mills, A Pooja
Finance B Hastie - Director of Finance
Law and Governance J Newman - Director of Law and Governance, S Bennett,
G Holmes
Streetscene and
Regulatory Services A Walster - Director of Streetscene and Regulatory Services,
D Butler

Apologies: Councillor R Ali
Councillor K Caan
Councillor G Lloyd
Councillor K Sandhu

The Chair, Councillor G Duggins, welcomed Councillor R Brown and Councillor D Welsh who were attending Cabinet for the first time, in their new roles as Cabinet Member for Strategic Finance and Resources and Cabinet Member for Housing and Communities respectively.

Public Business

32. Declarations of Interest

There were no disclosable pecuniary interests.

33. Minutes

The minutes of the meeting held on 25 August 2020 were agreed as a true record. There were no matters arising.

34. Contingency and Recovery Plan 2020-21 (Youth Justice Plan)

The Cabinet considered a report of the Director of Children's Services which notified the Cabinet that The Coventry Youth Offending Service (CYOS) Contingency and Recovery Plan had been agreed and signed off by its Chair, the Director of Children's Services, and which sought Council endorsement.

The Youth Justice Board (YJB), in recognition of the unprecedented circumstances and challenges created by Covid 19, removed the expectation and grant condition that youth offending teams submit a standard Youth Justice Plan.

The new grant condition, notified to Youth Offending Teams (YOTS) on the 7 April 2020, was that each service must submit a Covid 19 Contingency and Recovery Plan by the 30 April 2020, which was done. Given the indeterminate period that the impact of Covid 19 will be experienced for, this decision by the YJB is entirely appropriate and welcomed.

Youth Offending Teams were established under the Crime and Disorder Act 1998 ('the Act'). The functions assigned to the Youth Offending Service include the duty upon the local authority, under the Children Act 1989, to take all reasonable steps to encourage children not to commit offences. The Act imposed a duty on each Local Authority, acting in cooperation with its Statutory Partners (Police, Health and Probation), to ensure that all Youth Justice services are available in their area to such an extent as it appropriate for the area.

The key tasks of the service were:

- Assessing and delivering interventions to the out-of-court-disposal cohort

- Management and delivery of community sentences
- Management and delivery of secure estate sentences and resettlement
- Servicing the Youth Court and Crown Courts (in terms of provision of a court team, bail & health assessments, provision of pre-sentence reports and stand down reports)
- Victim services
- Parenting services and management of Parenting Orders

The Crime and Disorder Act also imposed a duty to complete and submit a Youth Justice Plan each year, this year as an exception, a Contingency and Recovery Plan.

The Plan provides an overview of Coventry Youth Offending Services activities, in response to Covid 19, in order to discharge its statutory functions and activities to aid recovery.

RESOLVED that the Cabinet recommends that the City Council endorses the Youth Justice Contingency and Recovery Plan 2020/21.

35. **Coventry One Strategic Plan for Education - Phase 2 of Secondary School Expansions**

The Cabinet considered a report of the Director of Education and Skills seeking authorisation for the programme of work on Secondary School expansions for September 2022 – September 2024.

Under Section 14 of the Education Act 1996, Coventry City Council has a statutory duty to ensure sufficient school places and fair, appropriate access to education. It is the Council's role to plan, commission and organise school places in a way that raises standards, manages supply and demand and creates a diverse infrastructure.

The Coventry One Strategic Plan for Education, first presented to Council on 2nd October 2018 and again on 18th February 2020, sets out pupil forecasts for special, primary and secondary schools across education planning areas in response to rising or falling pupil cohorts across the city. It outlined the strategy proposed by the Local Authority and the Coventry Headteacher Partnership to meet the additional places required in provision from 2019 – 2024.

A phase 1 of secondary expansions has previously been agreed by Cabinet in the both 2nd October 2018 and 18th February 2020 reports. The strategy presented to Cabinet also outlined a provisional programme as to secondary school expansions that would be required, considering rising pupil numbers, between September 2022 and September 2024, a phase 2 of proposed secondary school expansions.

This report is not intended to provide a full update on the One Strategic Plan for Education, which is likely to be presented before Cabinet in July 2021, but instead to focus on the phase 2 works required for secondary expansion. This report will

give specific details regarding schools recommended for inclusion and how this proposed programme of work will be funded.

A Memorandum of Understanding (MOU) has been established to ensure partnership commitment between the Council and secondary schools. These partnerships signify a commitment and cooperation between the Council, governing bodies and school leadership teams to meet the educational needs of children and young people in Coventry, ensure the sustainability of Coventry schools, and to enable the City Council to meet its statutory obligations.

This partnership commitment signifies a statement of intent to collaborate and work in partnership to achieve the best possible outcomes for children and young people in Coventry, ensure the sustainability of Coventry schools, and to enable the City Council to meet its statutory obligations. As part of this process, varying options have been discussed at both Secondary Headteacher Partnership meetings, and the Secondary Headteacher Executive. The recommended option presented below has been agreed by the Education Service, the Secondary Executive, and the Partnership, as being the best valid option keeping in line with our statutory requirement as outlined by the DfE to:

- i. Spend capital funding efficiently
- ii. Safeguard the quality of places in the system
- iii. Manage down spare capacity in the estate where it exists.

RESOLVED that the Cabinet:

- 1) Authorises the recommended programme of work outlined within the report on Secondary School expansions for September 2022 – September 2024.**
- 2) Delegates authority to the Deputy Chief Executive to agree the most appropriate procurement route for the works to be delivered and awarded.**

36. Adoption of Trees & Developer Guidelines Supplementary Planning Document (SPD)

The Cabinet considered a report of the Director Streetscene and Regulatory Services on a Supplementary Planning Document for the Adoption of Trees and Developer Guidance.

The report indicated that it was the Council's intention to protect existing trees wherever possible as they played a vital role in the City, providing ecological, health and amenity benefits. The SPD provided developers with clear guidance on the Council's requirements to protect and retain trees and sets out mitigation and cost implications if the removal of high-value trees cannot be avoided.

The document provided technical guidance and support to the Green Environment policies set out in Chapter 7 of the Local Plan (2016), in particular policies GE3 and GE4. It also builds upon a number of the policies included in Chapters 9 (Conservation and Heritage) and 11 (Environmental Management).

The SPD was structured in a sequential order for an applicant preparing a planning application submission where trees are involved. It covered supporting technical detail(s) around matters of:

- Land Surveys.
- Tree Surveys.
- Tree Constraint Plans.
- Arboricultural Method Statements.
- Capital Asset Value for Amenity Trees (CAVAT).
- Works to trees.
- Tree and root protection measures.
- Planting new trees.
- Accessing and moving around sites.
- Avoiding damage to trees

RESOLVED that the Cabinet approves the content of the Trees and Development Guidelines SPD and agree its adoption with effect from the 23 October 2020.

37. **MyCoventry Project and Specialist Training and Employment Programme (STEP) - Successful Award of funds under the Asylum, Migration and Integration Fund (AMIF)**

The Cabinet considered a report of the Director of Public Health and Well-being in respect of the successful award from the Asylum, Migration and Integration Fund.

Following a bidding process, Coventry City Council has been successfully awarded £1.57m funding from the AMIF Fund towards delivering the £1.75m “MyCoventry” initiative. The Fund is a European Union (EU) funding stream that the UK Government joined in April 2012. The UK National Programme consists of 3 Specific Objectives consisting of Asylum (including Resettlement), Legal Migration and Integration; and Returns (voluntary, enforced and reintegration measures).

The funding secured will aim to meet the second objective (Legal Migration and Integration) of the fund supporting legal migration to the Member States in accordance with their economic and social needs, such as labour market needs, whilst reducing the abuse of legal migration, and to promote the effective integration of Third-Country Nationals.

The proposal (“MyCoventry”) has been developed by co-working with key partners including St. Francis Church of Assisi, Positive Youth Foundation, Ashley Community Housing, Coventry University’s Centre for Trust Peace and Social Relations and the City Council’s Employment Team. The proposal hence includes a holistic offer of Integration, building on the key elements of Community and social links, Language/Learning as well as Employment skills and development. The City Council will be the Accountable Body for the full project.

The “MyCoventry” proposal will aim to engage and empower our existing migrant communities in the city to make them more independent and enable them to contribute to the cities social, economic and civic fabric.

Coventry City Council has also successfully been awarded AMIF funding as a partner on the STEP Employability programme with World Jewish Relief (WJR), who are leading this partnership. This funding brings targeted resources to support employment interventions for refugees resettled under the Syrian Resettlement Scheme and the Resettlement of Vulnerable Children Scheme who are already in the city.

Members of the Cabinet congratulated Peter Barnett, Head of Service, Libraries and Migration, on his recent award of a CBE in the Queen's Birthday Honours List for services to refugees and paid tribute to the work undertaken by Peter and the Migration Team.

RESOLVED that that Cabinet:

- 1) Notes the success of the partnership work between the City Council and the wider partnership in securing the funding to support our existing local migrant communities.**
- 2) Authorises the City Council to receive the £1.79m grant funds for AMIF grant funded projects and act as accountable body for the MyCoventry initiative and guarantor for the available funds. This includes incurring expenditure of the £1.57m (MyCoventry) plus the match funding on the City Council projects within the initiative.**
- 3) Delegates authority to the Deputy Chief Executive, following consultation with the Director of Finance and the Director of Law and Governance, to enter into the appropriate agreements:**
 - i. The grant funding agreement for the receipt of the AMIF funding with the City Council acting as the accountable body for the funding.**
 - ii. Back to back funding agreements with the identified project partners necessary to deliver the 'MyCoventry' proposal as set out in this report.**

38. Adult Social Care Annual Report 2019/20 and Outcome of Peer Challenge

The Cabinet considered a report of the Director of Adult Services setting out the Adult Social Care Annual Reports 2019/20 and Outcome of Peer Challenge.

The Adult Social Care Annual Report and Key Areas of Improvement 2019/20 (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 people with care and support needs and carers.

Although there was not a statutory requirement to produce an annual report, it was considered good practice as it provided 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 was part of the Local Government Association's (LGA) approach to Sector Led Improvement.

A further part of the Local Government Association approach to Sector Led Improvement was the Peer Challenge process, and in early March 2020 Adult Social Care was subject to a Peer Challenge. Peer Challenges provide an important opportunity for assessment of our work and an indication of areas we might focus on to improve going forward.

The findings of the Peer Challenge were included in the Annual Report which included a number of positives and also made a number of recommendations, many of which will form a key part of our improvement activity as we progress through 2020/21 and subsequent years.

The production of the 2019/20 annual report and the reporting to Health and Social Care Scrutiny Board and Cabinet of the outcome of the Adult Social Care peer challenge was delayed due to the significant service efforts in responding to COVID-19.

The report had been considered by the Health and Social Care Scrutiny Board (5) at their meeting on 23 September 2020.

RESOLVED that the Cabinet approves the Adult Social Care Annual Report and Key Areas of Improvement for 2019/20 (Local Account).

39. **Responses to Government Planning Consultations**

The Cabinet considered a report of the Director of Streetscene and Regulatory Services which referred to recently launched Government consultations on two Planning documents:

- Changes to the Current Planning System
- Planning for the Future (White Paper).

The former was a technical consultation that concluded on 1 October 2020, the response was drafted and submitted by officers in consultation with the Leader and Cabinet Member for Housing and Communities and was included as Appendix 1 to the report. The proposals include increasing the housing requirements and reducing the amount of affordable housing provided by some sites, both of which the Council strongly oppose.

The White Paper consultation closes on 29 October 2020 and the proposed response was included at Appendix 2 of the report. The White Paper proposed a fundamental change to the nature of the planning system in England and Wales, moving away from the current "discretionary" planning system to a zonal system.

The report indicated that the proposals would lead to less public scrutiny and ability to influence planning decision and that the Council strongly opposed this, and a number of other measures proposed. The White Paper could have significant implications to the way that planning is delivered and funded, both in terms of fees earned and costs incurred and specifically around funding the cost of

infrastructure. The report also indicated that there was insufficient detail currently available to quantify this risk, and that future Cabinet reports would address this as appropriate.

In relation to Question 26 in Appendix 2, the Cabinet Member for Housing and Communities, Councillor D Welsh, reported that, following legal advice, a response to this question would be circulated to all Members prior to the Council Meeting on 20 October and would be incorporated into the response to be submitted.

RESOLVED that the Cabinet recommends that the City Council:

- 1) Notes the response submitted on the 1 October 2020 to the Government Consultation “Changes to the Current Planning System”.**
- 2) Delegates to the Director Streetscene and Regulatory Services, following consultation with the Cabinet Member for Housing and Communities, the final submission of the White Paper consultation response attached as Appendix 2 to the report.**

40. Outstanding Issues

There were no outstanding issues.

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

There were no other items of public business.

(Meeting closed at 3.10 pm)



Audit and Procurement Committee
Cabinet

30th November 2020
1st December 2020

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources - Councillor R Brown

Director Approving Submission of the report:

Director of Finance

Ward(s) affected:

City wide

Title:

2020/21 Second Quarter Financial Monitoring Report (to September 2020)

Is this a key decision?

No

Executive Summary:

The purpose of this report is to advise Cabinet of the forecast outturn position for revenue and capital expenditure and the Council's treasury management activity as at the end of September 2020. The headline revenue forecast for 2020/21 is for net expenditure to be **£36.3m** (£28.2m at Quarter 1) over budget before the application of COVID-19 emergency funding for local government. After the use of this grant, the net over-spend is **£3.5m** (£6.7m at Quarter 1). At the same point in 2019/20 there was a projected balanced budget position.

The position includes a very significant increase in forecast costs within Children's Services. The overall forecast overspend in this area has risen by £5.3m over the quarter and now stands at £8.6m. An estimated £5.8m of this cost reflects higher looked after children numbers that have emerged following, and largely as a result of, conditions caused by the Covid pandemic. This level of activity represents a clear medium-term financial risk to the Council, and it is imperative that all appropriate interventions are identified to enable a sustainable financial position to be reached.

In other services and excluding the effects of Covid there are overspends in excess of £1m in each of Streetscene and Regulatory Services and Highways and Transportation.

The Council's capital spending is projected to be £249.0m and includes major scheme expenditure which ranges from investment in to the A46 Link Road, Coventry Station Masterplan, Whitley South infrastructure, Public Realm, Secondary Schools expansion and the National Battery Plant. The impact of Covid has been relatively modest in terms of delays to progressing capital schemes and the Council is on track to exceed the high levels of programme spend achieved in 2019/20.

No recommendations were made by Audit and Procurement Committee in relation to the Quarter 1 report.

Recommendations:

The Audit and Procurement Committee is requested to:

- 1) Consider the proposals in the report and forward any recommendations to the Cabinet.

The Cabinet is requested to:

- 1) Consider the recommendations from Audit and Procurement Committee.
- 2) Approve the Council's revenue monitoring position incorporating the application of Covid emergency funding.
- 3) Endorse the approach to utilise Government grant allocations to support the Council's response to Covid as set out in section 5 of the report.
- 4) Approve the revised forecast estimated outturn position for the year of £249.0m incorporating: £4.4m net increase in spending relating to approved/technical changes, £27.3m net rescheduling of expenditure from 2021/22 and £0.1m overspend.

List of Appendices included:

Appendix 1	Revenue Position: Detailed Directorate breakdown of forecast outturn position
Appendix 2	Capital Programme: Analysis of Budget/Technical Changes
Appendix 3	Capital Programme: Estimated Outturn 2020/21
Appendix 4	Capital Programme: Analysis of Rescheduling
Appendix 5	Prudential Indicators

Background papers:

None

Other useful documents

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?

Audit and Procurement Committee - 30th November 2020

Will this report go to Council?

No

Report title:

2020/21 Second Quarter Financial Monitoring Report (to September 2020)

1. Context (or background)

- 1.1 Cabinet approved the City Council's revenue budget of £238.8m on the 25th February 2020 and a Directorate Capital Programme of £232.7m. This is the second quarterly monitoring report for 2020/21 to the end of September 2020. The purpose is to advise Cabinet of the forecast outturn position for revenue and capital expenditure and to report on the Council's treasury management activity.
- 1.2 The current 2020/21 revenue forecast is for expenditure to be £3.5m above budget. This is after applying £32.8m of emergency received or due from Government for the purpose of managing the estimated cost of COVID-19 to the Council. The reported forecast at the same point in 2019/20 was a balanced budget position. Capital spend is projected to be £249.0m, an increase of £16m on the approved Capital Programme for the year.

2. Options considered and recommended proposal

- 2.1 This is a budget monitoring report and as such there are no options.

Revenue Position - The revenue forecast position is analysed by service area below. The position shown for each service area assumes that all Covid costs are met. However, the current position is that there is a shortfall of £0.4m within 2020/21 and this has been included as pressure at a whole-Council level towards the bottom of the table.

Table 1 - Forecast Variations

Service Area	Revised Net Budget £m	Forecast Spend £m	Total Over/(Under) Spend £m	Less Covid Impact £m	Forecast Variation £m
Adult Social Care	79.0	83.4	4.4	(4.4)	0.0
Business Investment & Culture	5.4	6.5	1.1	(0.5)	0.6
Children & Young People's Services	73.0	81.6	8.6	(5.8)	2.8
Contingency & Central Budgets	11.4	10.2	(1.2)	(1.9)	(3.1)
Education and Inclusion	14.4	14.4	0.0	0.1	0.1
Finance	3.2	4.5	1.3	(0.6)	0.7
Housing Transformation	14.6	16.8	2.2	(4.1)	(1.9)
Human Resources	1.3	1.5	0.2	(0.1)	0.1
Legal and Governance Services	3.8	4.8	1.0	(0.4)	0.6
Directorate Management	1.5	1.5	0.0	0.0	0.0
Project Management & Property	(4.6)	2.2	6.8	(6.5)	0.3
Public Health	0.6	0.7	0.1	0.0	0.1
Streetscene and Regulatory	29.7	35.9	6.2	(4.9)	1.3

Transportation & Highways	4.9	10.5	5.6	(4.2)	1.4
Sub-Total	238.4	274.7	36.3	(33.2)	3.1
Covid Grant Shortfall				0.4*	0.4*
Total	238.4	274.7	36.3	(32.8)	3.5

*The expected shortfall of Council Tax and Business Rates income in 2020/21, the latest estimate of which is £6m, is not included here but will become a pressure in 2021/22 in line with accounting convention.

2.2 An explanation of the major forecast variances is provided below. Further details are provided in Appendix 1.

Directorate - Covid-Related

Most of the variations reported at quarter 1 are as a direct result of the COVID-19 impacts across the City Council which total c£33m. It must be stressed that the differentiation between Covid and non-Covid costs in some areas can only be estimated. These stood at £26m at Quarter 1.

The largest movement since Quarter 1 is in the forecast cost of Children and Young People's Services, the Covid related costs of which have risen by £4.3m to £5.8m. The overwhelming cause of this increase is the total number of placements and the average unit cost of placements.

A significant proportion of Covid impacts relate to income which has not been achievable under lockdown or which may not be achievable in subsequent months whilst recovery takes place. The largest of these expected pressures relates to c£6m potential rent losses and associated pressures in respect of the Council's commercial property portfolio and £3.7m in respect of significantly reduced car parking, bus gate and parking enforcement activity. Other lower but still significant Covid related income shortfalls are expected in other service areas including land charges, court costs, planning, commercial waste, parks, the Outdoor Education Service and other school traded services totalling c£3.4m.

Covid has also resulted in expenditure pressures across a range of other services. The largest of these is forecast in Adult Social Care at £4.3m as a result of supporting providers with the additional costs of PPE, staffing and other related costs as well as the emergency provision of food to those shielding and in need. Others include the impact on the cost of housing rough sleepers during lockdown and expected activity increase in housing of £1.7m; purchase of emergency mortuary equipment at £1.2m; PPE and social distancing/safe working costs of c£3m; and additional domestic waste costs of £0.6m.

Directorate - Non-Covid

The Quarter 2 position also includes a number of variations which are separate from those attributable to Covid.

This overall non-Covid overspend in Children and Young People's Services has increased from £1.8m to £2.8m. Significant spend pressures include the additional costs of looked after children placements as a result of delays in the delivery of Children's placement transformation, higher unit cost of placements partly attributable to the youth violence in the city, an increase in support packages for disabled children and the use of allowances to promote permanence outcomes for children.

Transportation and Highways is reporting a £1.4m non-Covid overspend. Underlying pressure exists in relation to car parking and bus gate enforcement where pre-Covid activity levels were already lower than budgeted income levels by some £1.2m. Streetscene and Regulatory Services reflects a £1.3m overspend. This incorporates a £0.9m pressure in

waste disposal caused by higher gate fees and tonnages, additional £0.25m cost of replacement bins and fleet repairs within Domestic Waste and the expected cost of maintaining Christmas refuse collections (£0.15m). These are partly offset by a £.6m underspend in Fleet Services which has reduced vehicle purchase costs and some additional income. Individual pressures across other services include a £0.35m annual cost of managing and securing the Fairfax Street site whilst an alternative use is sought following its closure.

Continuing increased demand and cost within Mental Health and Learning Disability services are applying further pressure to the Adult Social Care position, with this being managed within year from a mixture of grants and reserve movements.

Contingency and Central Budgets

An £1.9m estimated under-achievement of dividends resulting from the impact of Covid has been assumed at this stage. Other than this, central budgets are forecast to underspend by £3.1m including £2.2m on the Asset Management Revenue Account (AMRA) and £0.9m within other central budgets. The AMRA underspend is largely the result of lower than budgeted capital financing costs. Within central budgets there is an expected underspend on the Council's superannuation budgets and an assumed over-achievement of Business Rates Pool income this year although prudent assumptions have been included for both factors at this stage.

Covid-Related Grants

The Government has announced a range of grant funding allocations to manage the financial impact of COVID-19 and deliver services to mitigate or address the effects of the pandemic.

Table 2: Covid Funding Allocations (does not include further grant announcements on 2 November)

	£000
Emergency Funding 1st Allocation	10,407
Emergency Funding 2nd Allocation	10,377
Emergency Funding 3rd Allocation	3,606
Emergency Funding 4th Allocation	8,800
Adult Social Care Infection Control Fund	5,586
Hardship Fund	3,732
Sales, Fees and Charges Income Loss*	2,483
Test and Trace Support Grant	2,041
Contain Outbreak Management Fund**	1,008
Emergency Assistance Grant for Food & Essential Supplies	479
Re-Opening High Streets Safely Fund	334
Compliance and Enforcement (Surge) Grant	222
Covid Rough Sleeper Contingency Fund	17
Total	49,092

*The Sales, Fees and Charges Income Loss figure is the amount claimed and is subject to confirmation by Government. 2 subsequent claims will be made over the course of this financial year.

**The Contain Outbreak Management Fund is a planning estimate of the available total. This will be subject to a grant claim.

*The

This includes £33.2m in four allocations of overall emergency funding plus a claim of £2.5m for sales, fees and charges income loss, the combined total of which will be used to manage the overall Council bottom line. The remaining grants are intended to address specific priority areas, the large majority of which will be utilised to deliver the purposes highlighted by grant determinations, subject to local requirements. Most of the funding has already been received and the current list of grants is shown below.

2.3 Capital

The 2020/21 capital outturn forecast at quarter two is a revised outturn position of £249.0m compared with the original programme reported to Cabinet in February 2019 of £232.7m. Table 3 below updates the budget at quarter 2 to take account of a £4.4m increase in the programme from approved/technical changes, £27.3m of net rescheduling now planned to be carried forward into future years, and a £0.1m overspend.

The resources available section of Table 3 explains how the Capital Programme will be funded in 2020/21. It shows 77% of the programme is funded by external grant monies, whilst 17% is funded from borrowing. The programme also includes funding from capital receipts of £11.6m.

Table 3 – Movement in the Capital Budget

CAPITAL BUDGET 2020-21 MOVEMENT	Qtr 2 Reporting £m
Estimated Outturn Quarter 1	271.8
Approved / Technical Changes (see Appendix 2)	4.4
“Net” Overspend (See Appendix 3)	0.1
“Net” Rescheduling into future years (See Appendix 4)	(27.3)
Revised Estimated Outturn 2019-20	249.0

RESOURCES AVAILABLE:	Qtr 2 Reporting £m
Prudential Borrowing (Specific & Gap Funding)	41.9
Grants and Contributions	190.8
Capital Receipts	11.6
Revenue Contributions and Capital Reserve	4.7
Total Resources Available	249.0

2.4 Treasury Management

Interest Rates

The current Bank of England Base Rate has been at 0.10% since March 2020. The medium-term outlook is increasingly weak. Whilst the strict initial lockdown measures put in place to protect against COVID-19 were eased initially, the second wave of infections has prompted more restrictive measures on a regional and national basis which means it is likely to be some time before demand returns to previous levels. As a result, current forecasts predict the base rate will remain at 0.10% for the medium term, however, further cuts to zero or perhaps even negative territory cannot be completely ruled out.

Long Term (Capital) Borrowing

The net long term borrowing requirement for the 2020/21 Capital Programme is £31.1m, taking into account borrowing set out in Section 2.4 above (total £41.9m), less amounts to be set aside to repay debt, including non PFI related Minimum Revenue Provision (£10.8m). Although

the Council's recent Capital Programmes have incorporated prudential borrowing as part of the overall resourcing package, no long-term borrowing has been undertaken for several years, due in part to the level of investment balances available to the authority. However, the anticipated future high level of capital spend combined with the new lower level of investment balances available mean that the Council will need to keep this under review over the next few years. The actual pattern of these factors and the level and expected movement in interest rates will dictate when the Council next seeks to borrow.

During 2020/21 interest rates for local authority borrowing from the Public Works Loans Board (PWLB) have varied within the following ranges:

PWLB Loan Duration (maturity loan)	Minimum 2020/21 to Q2	Maximum 2020/21 to Q2	As at the End of Q2
5 year	1.87%	2.19%	1.94%
50 year	2.33%	2.85%	2.60%

The PWLB now allows qualifying authorities, including the City Council, to borrow at 0.2% below the standard rates set out above. This "certainty rate" initiative provides a small reduction in the cost of future borrowing.

Regular monitoring continues to ensure identification of any opportunities to reschedule debt by early repayment of more expensive existing loans replaced with less expensive new loans. The premiums payable on early redemption usually outweigh any potential savings.

Short Term (Temporary) Borrowing and Investments

In managing the day to day cash-flow of the authority, short-term borrowing or investments are undertaken with financial institutions and other public bodies. As at 30/09/2020 The City Council held £90m of short-term borrowing from other public bodies at an average interest rate of 0.95%.

Returns provided by the Council's short-term investments yield an average interest rate of 0.45%. This rate of return reflects low risk investments for short to medium durations with UK banks, Money Market Funds, Certificates of Deposits, other Local Authorities, Registered Providers and companies in the form of corporate bonds.

Although the level of investments varies from day to day with movements in the Council's cash-flow, investments held by the City Council identified as a snap-shot at each of the reporting stages were: -

	As at 30th September 2019	As at 30th June 2020	As at 30th September 2020
	£m	£m	£m
Banks and Building Societies	5.0	0.0	0.0
Money Market Funds	0.4	37.0	67.8
Local Authorities	0.0	0.0	5.0
Corporate Bonds	9.0	0.0	0.0
Registered Providers	10.0	10.0	10.0
Total	24.4	47.0	82.8

External Investments

In addition to the above investments, a mix of Collective Investment Schemes or “pooled funds” is used, where investment is in the form of sterling fund units and non-specific individual investments with financial institutions or organisations. These funds are generally AAA rated, are highly liquid as cash, can be withdrawn within two to four days, and short average duration. The Sterling investments include Certificates of Deposits, Commercial Paper, Corporate Bonds, Floating Rate Notes, Call Account Deposits and Equities. These pooled funds are designed to be held for longer durations, allowing any short-term fluctuations in return to be smoothed out. In order to manage risk these investments are spread across a number of funds.

As at 30th September 2020 the pooled funds were valued at £30m, spread across the following funds: CCLA, Schroders, Investec, Columbia Threadneedle and M&G Investments.

Prudential Indicators and the Prudential Code

Under the CIPFA Prudential Code for Capital Finance authorities are free to borrow, subject to them being able to afford the revenue costs. The framework requires that authorities set and monitor against a number of Prudential Indicators relating to capital, treasury management and revenue issues. These indicators are designed to ensure that borrowing entered into for capital purposes was affordable, sustainable and prudent. The purpose of the indicators is to support decision making and financial management, rather than illustrate comparative performance.

The indicators, together with the relevant figures as at 30th September 2020 are included in Appendix 5. This highlights that the City Council's activities are within the amounts set as Performance Indicators for 2020/21. Specific points to note on the ratios are:

- The Upper Limit on Variable Interest Rate Exposures (indicator 9) sets a maximum amount of net borrowing (borrowing less investments) that can be at variable interest rates. At 30th September the value is -£97.4m (minus) compared to +£87.9m within the Treasury Management Strategy, reflecting the fact that the Council has more variable rate investments than variable rate borrowings at the current time.
- The Upper Limit on Fixed Interest Rate Exposures (indicator 9) sets a maximum amount of net borrowing (borrowing less investments) that can be at fixed interest rates. At 30th September the value is £319.5m compared to £439.5m within the Treasury Management Strategy, reflecting that a significant proportion of the Council's investment balance is at a fixed interest rate.

3. Results of consultation undertaken

3.1 None.

4. Timetable for implementing this decision

4.1 There is no implementation timetable as this is a financial monitoring report.

5. Comments from the Director of Finance and the Director of Law and Governance

5.1 Financial implications

Revenue

The impact of COVID-19 continues to be dramatic across the whole economy and all elements of the public sector. Although the Government has provided an unprecedented

level of support to local government the extended and deep effects of current conditions mean that councils remain vulnerable to a shortfall between Government funding and the costs that they have incurred or the income that they have lost.

From the Council's perspective it has provided appropriate support to local citizens, service users, businesses ratepayers and suppliers. This has included passing on specific ring-fenced funding to Business Ratepayers and recipients of Council Tax support but has also involved a wide range of other measures in relation to controlling Covid-19 and managing the social, environmental and economic impacts. Table 2 shows the funding streams that have been made available to provide for these measures. The Council's approach has been to utilise this funding in a way which maximises its effectiveness, working with local delivery partners and using bespoke solutions which target resources where they are most needed. The grant allocations provided by Government will be used either:

- to put in place programmes or specific measures specified by Government within its grant determinations or;
- to manage pressures from the additional expenditure incurred and income lost as a result of COVID-19 and/or to balance the overall bottom line as appropriate.

A separate recommendation has been included within this report to endorse this approach.

In terms of the financial pressures that have been identified to date the Council is in a relatively strong position compared to that reported by some councils. On current estimates it is moving towards achieving a relatively secure financial position for 2020/21. The table below shows the current position indicating an unfunded Covid pressure of £0.4m.

	£m
Confirmed Covid Emergency Funding	(33.2)
Sales, Fees and Charges Income Loss	2.5)
Amount Committed for 2019/20 Outturn Pressures	2.9
Remaining to Fund 2020/21 Pressures	(32.8)
2020/21 Pressures	33.2
Unfunded Balance	0.4

In addition, local government will be able to claim further grant to recompense it for part of its income pressures later in the year whilst further grant allocations (aligned with new responsibilities) were announced at the beginning on November, the detail of which is still being worked through.

This picture needs to be balanced by the degree of risk and uncertainty that remains. A second spike of cases has emerged through the early Autumn and further local and national restrictions have followed. These will inevitably lead to the need to incur additional expenditure both to ensure continued direct support, monitoring and compliance activity and through other indirect consequences of the pandemic (most notably in the rise of looked after children numbers). In addition, income losses such as from Council owned car parks which were previously expected might be less severe in the latter part of the year can now be expected to continue at higher levels for most if not all of the remainder of the year. This revised expected combination of events threatens a heightened level of risk in the Council's financial planning even over the very short term, meaning that financial forecasting to the end of the year will continue to be challenging.

Putting aside the impacts of Covid, the Council's overall financial position includes an overspend of £3.5m at quarter 2. Although trends in previous years provide an expectation for this position to improve as the year progresses, the interaction with Covid makes it more difficult to have confidence that same will happen for 2020/21 outturn. The position includes some issues that will be difficult to remedy, such as across Children's services, car parking, enforcement and waste management and it will be important for the Council to undertake strong budget management across all areas to enable it to move the budgetary position towards balance. In response, the Director of Finance intends to undertake measures to control expenditure and capture one-off savings in a range of non-essential budget types, in particular those that have seen lower levels of activity as a result of current conditions such as conferences and travel.

Cabinet is reminded that at 2019/20 outturn it earmarked £5.5m for Covid Reset and Recovery and this remains a currently uncommitted resource that could be applied to help manage the overall budgetary position if necessary. In overall terms the financial position outlined, although not without risk, provides sufficient evidence to enable the Director of Finance to provide a clear statement that it will not be necessary to issue a Section 114 notice (which would restrict the Council's ability to make any discretionary spending decisions).

At this early stage it is important to flag that next financial year is also at a heightened position of risk. The Budget Report approved in February 2020 included an indicative gap for 2021/22 of £19m. The combination of uncertainty facing local government finance beyond the current year and the continued (and potentially permanent) impacts of Covid mean that many of the fundamental elements of the financial plan are fluid at present. One example of this is the Council Tax and Business Rates 'Collection Fund'. In accounting and financial planning terms, the impact of Covid on collection of these tax-revenues within the current year will not be felt until 2021/22. An initial planning estimate of this impact is £6m although this is likely to be revised as part of the Budget process. The other elements of the Budget that could similarly be subject to significant change means that the Council will enter its most difficult to plan budget setting process for some years.

Capital

The Council's capital programme plans continued to be progressed despite the lockdown conditions in place during the first quarter. Although there was an impact on some areas of the programme (in particular some city centre public realm works) most schemes worked at or approaching full capacity. The same is expected to apply during the latter part of the year despite the more recent introduction of new restrictions. The programme continues to reflect major schemes that are being delivered over several years such as the UK Battery Industrialisation Centre, Whitley South Infrastructure, Public Realm and the Coventry Station Masterplan, all of which now have a very visible physical presence in the city. Other areas of the programme which have been in an earlier planning stage such as the City of Culture Capital Programme and the second Friargate building should see significant project progress during 2020/21. The current forecast programme, if achieved, will surpass the very large programme achieved in 2019/20.

The largest areas of rescheduling in the second quarter involve some of the strategic projects which will help to change the face of the city. The Education 'One Strategic Plan' will see significant slippage in the Basic Need programme, impacted by Sport England objections against planning permission and some Covid related issues. The Housing Infrastructure programme has also seen issues from the COVID-19 pandemic as contractors have found it difficult to seek prices from subcontractors, extending tender processes. Covid related issues have also contributed to delays to the start on site dates for the hotel and Two Friargate.

5.2 Legal implications

None

6. Other implications

6.1 How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)?

The Council monitors the quality and level of service provided to the citizens of Coventry and the key objectives of the Council Plan. As far as possible it will try to deliver better value for money and maintain services in line with its corporate priorities balanced against the need to manage with fewer resources.

6.2 How is risk being managed?

The need to deliver a stable and balanced financial position in the short and medium term is a key corporate risk for the local authority and is reflected in the corporate risk register. Budgetary control and monitoring processes are paramount in managing this risk and this report is a key part of the process. The impact of Covid has represented a heightened level of financial risk over this period. The Council has sought to take a proportionate approach to supporting key sectors, partners and vulnerable groups ensuring that a fundamental safety net is provided but doing so in a financially sustainable way, ensuring that the Council can maintain legacy support within the broad financial envelope indicated by Government emergency funding announcements.

6.3 What is the impact on the organisation?

It remains important for the Council to ensure that strict budget management continues to the year-end. The Council continues to monitor any systemic changes to the financial position represented by Covid and these will be reflected in the forthcoming Budget process.

6.4 Equalities / EIA

No impact.

6.5 Implications for (or impact on) the environment

No impact at this stage although climate change and the environmental impact of the Council's decisions are likely to feature more strongly in the future.

6.6 Implications for partner organisations?

No impact.

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This report is published on the council's website: www.coventry.gov.uk/councilmeetings

Appendix 1 Revenue Position: Detailed Directorate Breakdown of Forecasted Outturn Position

Budget variations have been analysed between those that are subject to a centralised forecast and those that are managed at service level (termed “Budget Holder Forecasts” for the purposes of this report). The Centralised budget areas relate to salary costs – the Council applies strict control over recruitment such that managers are not able to recruit to vacant posts without first going through rigorous processes. In this sense managers have to work within the existing establishment structure and salary budgets are not controlled at this local level. The Centralised salaries and Overheads under-spend shown below is principally the effect of unfilled vacancies.

	Revised Budget	Forecast Spend	Centralised Forecast Variance	Budget Holder Forecast Variance	Total Forecast Variance	Less Covid Impact	Net Forecast Variance
	£m	£m	£m	£m	£m	£m	£m
Adult Social Care	79.1	83.4	(0.2)	4.6	4.4	4.4	0.0
Business Investment & Culture	5.5	6.5	0.1	0.9	1.0	0.5	0.6
Children & Young People's Services	73.0	81.6	(2.3)	10.9	8.6	5.8	2.8
Contingency & Central Budgets	11.4	10.2	0.0	(1.2)	(1.2)	1.9	(3.1)
Education and Inclusion	14.4	14.4	(0.4)	0.5	0.0	(0.1)	0.1
Finance & Corporate Services	3.2	4.5	(0.1)	1.3	1.3	0.5	0.7
Housing & Transformation	14.6	16.8	0.1	2.1	2.2	4.1	(1.9)
Human Resources	1.3	1.5	0.1	0.1	0.2	0.1	0.1
Legal & Governance Services	3.8	4.8	(0.0)	1.0	1.0	0.4	0.6
People Directorate Management	1.5	1.5	0.0	0.0	0.0	0.0	0.0
Project Management & Property Services	(4.6)	2.2	0.1	6.7	6.8	6.5	0.3
Public Health	0.6	0.8	0.1	0.0	0.1	0.0	0.1
Streetscene & Regulatory Services	29.7	35.9	(0.6)	6.8	6.1	4.9	1.3
Transportation & Highways	4.9	10.5	0.0	5.6	5.6	4.2	1.4
	238.3	274.6	(3.1)	39.4	36.3	33.2	3.1
						(0.4)	0.4
Total	238.3	274.6	(3.1)	39.4	36.3	32.8	3.5

Budget Holder Forecasts

Service Area	Reporting Area	Explanation	£m
Education and Skills	SEND & Specialist Services	The Qtr. 2 forecast for SEN Home to School Transport is projecting a £1.2m under spend for 2020/21. The forecast includes reduced spending during the Spring / Summer term due to Covid-19. As a consequence of social distancing some additional costs have been incurred from September 2020, however a government grant has been received which will offset this during the Autumn term. A percentage has been built into the forecast to account for an increase in special school places from September 2020. SEND Support Services are forecasting an over spend of £0.1m which is fully offset by a centralised under spend.	(1.1)
Education and Skills	Education Entitlement	Plas Doly Moch is forecasting an overspend of £620k as a result of Covid-19. The centre is currently closed and is therefore not able to generate income via fees & charges. Government support has been accessed where possible and all expenditure has been reviewed to reduce spending. Avenues are currently being explored in relation to other forms of income generation. The Education Welfare service is forecasting an overspend of £50k. This is due to a reduction in income from Fixed Penalty Notices relating to non-attendance as a result of Covid-19. The budget for the Woodlands site is reporting an overspend of £40k because of reduced income from leisure activities due to Covid-19. Other traded services within Education Entitlement are forecasting overspends as a result of an expected reduction in school and / or parental income due to Covid-19. Work is ongoing to explore options to mitigate this, including the submission of a claim to the government's compensation scheme for lost sales, fees & charges.	0.8
Education and Skills	Employment & Adult Education	To date it has not been possible to deliver the outstanding £189k financial savings target set as part of previous budget setting processes to ensure we maximise ESFA grant funding against internal training programmes. Due to the impact of Covid-19 and the resulting switch to virtual learning Adult Education are forecasting a £160k reduction in income generated via fees and charges. The Employment Service are forecasting an overspend of £297k but this is fully offset by a corresponding under spend against centralised salaries.	0.6
Education and Inclusion	Other Variances Less than 100K		0.1
Education and Inclusion			0.5
Children and Young People's Services	Commissioning, QA and Performance	The budget holder variance in Quality Assurance primarily relates to 3 particular areas, the growth of 3 positions within the Professional Support Service where the relevant funding is pending transfer; 2 related to the growth of the internal fostering service	0.3

		and 1 in relation to grant funding being received by the throughcare service. An income target related to training through safeguarding in education where it has been necessary to reduce the forecast income as a result of COVID-19, the shortfall and subsequent impact has been added to the COVID spend tracker. An overspend relating to an increase in agency costs across the service. The Quality Assurance service continues to recruit to and fill permanent vacancies to offset this overspend.	
Children and Young People's Services	Help & Protection	"Help and Protection overspend relates in the main to agency staff who are covering vacant posts and those on maternity leave. Recruitment continues to be a priority for children's services. The increase also relates to 12 Social Worker posts within the Academy which are considered supernumery for the first 6 months before they move to a vacant post. This has been funded from agency budgets as it will support Children's Services in reducing agency staff. However, the immediate increase in demand has prevented agency staff numbers from reducing creating additional financial pressure."	1.7
Children and Young People's Services	LAC & Care Leavers	Q2 has seen a significant shift due to the impact of Covid-19. There has been an increase in the overspend in the Placements budget to £6.8m. This is due to a 9% increase in the number of looked after children, an increase in external placement unit costs and the need to protect children from the hidden harm they were exposed to during the Covid lockdown period. Remands to custody as a consequence of youth violence are at the highest ever and there is a shortfall of £700k in the grant to offset this. Discharges from care have slowed as throughput by the courts has decreased. Other pressures include the need to use agency staff, the increase in support packages for disabled children and the use of allowances to promote permanence outcomes for children.	8.8
Children and Young People's Services	Other Variances Less than 100K		0.1
Children and Young People's Services			10.9
Adult Social Care	Strategic Commissioning (Adults)	£0.2m underspend relates to Carers budgets. Work is underway to enhance the support offer to carers for the next 12 months. £0.3m underspend relates to transport following the suspension of day opportunities earlier in the year as result of COVID-19. £0.1m overspend relates to the PFI contract where forecast fees and charges have reduced due to increased voids.	(0.4)
Adult Social Care	All Age Disability and Mental Health Operational	There remains significant pressures in Deprivation of Liberty Assessment demand leading to additional assessment costs. The all Age Disability Team has also seen increasing demand alongside staff turnover. Ensuring statutory need is met has been essential and has resulted in additional agency cost.	0.3

Adult Social Care	Enablement & Therapy Services	The £0.1 m overspend relates to grant funded posts not yet recruited to and is offset by the centralised variance underspend.	0.1
Adult Social Care	All Age Disability and Mental Health Community Purchasing	Residential and nursing provision has remained stable within Learning Disability services and tracking against forecast. Within Mental Health services the forecast had been slightly higher than actual outturn which has led to a slight decrease in cost. However, with CHC assessments recommencing both learning disability and mental health provision will be monitored. Further variations have been achieved through child to adult transition costs being reduced by operational teams and a number of high cost packages being reduced through the review process.	4.3
Adult Social Care	Adult Social Care Director	There are 2 significant variations which make up the budget holder variance. A £4.2m overspend due to specific COVID-19 related spend which will be resourced alongside other corporate covid related expenditure as well as a £3.0m underspend representing the use of iBCF and other resources to manage the underlying Adult Social Care financial position. Whilst ibcf grant has been provided to assist with managing the position, it is unlikely to be sufficient to manage the longer-term cost impact of the pandemic. The contributory factors that make up the overspend are reflected in the explanations below	1.2
Adult Social Care	Older People Community Purchasing	There has been a steady increase in the number of residential placements over the quarter, this is from a lower than usual position due to a high number of ends in Q1. Although forecasting had accounted for increases, post the first wave of the Covid outbreak, the numbers are marginally higher than expected resulting in the slight swing. The residential and nursing numbers are being monitored monthly and forecasts adjusted taking into account demand profiles. Where possible we continue to support people in their own homes or in Housing with Care.	(1.0)
Adult Social Care			4.6
Housing Services & Transformation	Customer and Business Services	The Budget Holder forecast overspend relates to the following: a net loss of income for Post & Fastprint £45K as a result of lockdown; £41K agency cover needed re delayed recruitment during a staffing review (£10K of this was due to delays resulting from Covid) and £14K agency cover for vacancies; £15K cost for the Contact Centre relating to the wider impact of home-working (home-working equipment costs, additional security for re-opening and staffing costs for additional community support provided have now been offset by cost reductions).	0.1
Housing Services & Transformation	Housing and Homelessness	The service has worked on a number of initiatives to provide cheaper and more suitable temporary accommodation and to reduce the unit costs (e.g. caradoc, acquisitions, market negotiations) whilst also preventing more homelessness, thus creating a sustained reduction of households in temporary accommodation. The number of households living in TA has decreased significantly over the last 6 months from a high of 760 to 569 on the 28th September. This work combined with the additional budget resource	(0.8)

		has resulted in a forecast of a Budget Holder underspend of £0.8m in 20/21. The underspend is despite incurring £1.7m of COVID-related expenditure. Had it not been for these costs, the Budget Holder underspend would have been £2.4m. However, there is a risk of increased demand which could impact on the forecast if restrictions on evictions are removed.	
Housing Services & Transformation	Procurement	The Budget Holder forecast overspend mainly relates to the following: cross-Council PPE of £2m - all relating to Covid 19 and under-achievement on both streams of rebate income of £84K - £70K of which is Covid related.	2.0
Housing Services & Transformation	ICT & Digital	The current forecast position is largely a result of the following factors: some COVID-19 related pressures (circa £230k) , a general increase in demand for ICT kit and services and price increase (circa £210k) and a worsening income position from traded services (circa £200k). Management action is being taken to look to address these pressures although it is recognised that the COVID-19 situation has accelerated an already growing demand for ICT kit and services such as laptops, mobile phone and user accounts. The increase in unit price for equipment such as laptops is due to the global demand and some supply chain issues. Work is being done to re-baseline the organisations core requirement for ICT kit aligning closely with organisational design activity as a result of COVID-19. Unfortunately, the worsening position on income from traded services may be impacted further by the COVID-19 situation. This hasn't been reflected in the Quarter 2 position as site visits have restarted and it is hoped that SLA requirements can be managed unless there are further blanket school closures.	0.7
Housing Services & Transformation	Other Variances Less than 100K		1.0
Housing Services & Transformation			2.1
Legal & Governance Services	Legal Services	COVID-19 lockdown has had a negative impact on income streams within the Register Office and the Records & Land Charges services with income reductions estimated at c£300k. In addition, there are cost pressures within the Coroners service circa £100k. Other variations reflect a £200k cost of agency staff to cover vacancies within the Legal Services team, a £220k cost of external legal fees for care proceedings, and an underlying pressure of £100k in the Coroner's Service as a result of increased costs and volumes. It is too early to assess the impact of lockdown on the cost and volume of legal care proceedings, so no pressure is being reported. However, this needs to be closely monitored.	1.0
Legal & Governance Services			1.0

Business Investment and Culture	Sports, Culture, Destination & Bus Relationships	Pressures from COVID £300k (The Wave profit share loss (£241k) and CVlife operation shield support (£61k)), £198k of financial support to Coventry Sports Trust and a £258k St. Mary's trading deficit.	0.7
Business Investment and Culture	CCD Management & Support	COVID £100k (sponsorship) commercialisation project target not achieved, remaining variance due to turnover target shortfall.	0.1
Business Investment and Culture	Other Variances Less than 100K		0.1
Business Investment and Culture			0.9
Finance & Corporate Services	Revenue & Benefits	COVID-19 impact has resulted in an estimated 50% reduction in court cost income of around £500k due to the suspension of liability order applications, and an increase in off-site processing required to cope with extra demand of £40k Other variations are largely due to a pressure in Housing Benefit subsidy circa £800k. - There has been an increase in the unit cost of supported exempt accommodation for which the Council only receives partial subsidy payments if the provider is not a social registered landlord. - At the same time, the Council has reduced opportunity to recover overpayments due to customers transferring to Universal Credit and the effects of COVID.	1.4
Finance & Corporate Services	Other Variances Less than 100K		(0.1)
Finance & Corporate Services			1.3
Transportation & Highways	Traffic	The majority of pressures are largely due to a significant reduction in parking and enforcement income during the COVID-19 lockdown period. There is an assumed phased improvement in activity over the coming months but it is unlikely that this will return to pre-COVID levels. Other variations reflect a combination of the delayed implementation of a new fee structure for residents' parking permits, an underlying pressure in bus gate enforcement as a result of a downturn in the number of PCNs being issued, and the temporary closure of a bus gate for railway station works"	5.0
Transportation & Highways	Highways	This is primarily the impact of DLO being stood down in April, May and early June due to Covid 19 as during this time the service was unable to recover its direct costs and overheads totalling £500k. This is expected to be offset slightly during the remainder of the year from fees earned on external works	0.4
Transportation & Highways	TH Management & Support	Temporary management arrangements	0.1

Transportation & Highways			5.6
Streetscene & Regulatory Services	Streetpride & Parks	The pressures in this area are predominantly due to COVID. Income is significantly reduced including parking at Coombe c£32k, cancellation of events & activities of £234k, shop income £75k, memorialisation £43k. Some cost pressures have also resulted from COVID causing additional fleet costs of £72k and Cleaning/Staffing costs £102k. There are also some non COVID related pressures including the delayed implementation of the War Memorial Park parking scheme of £120k, Traveller Incursions c£50k; Street pride Fleet Costs pressures c£128k, plus a number of smaller variations.	1.4
Streetscene & Regulatory Services	Planning & Regulatory Services	The pressures in this area are COVID related income losses estimated at c£440k, together with unbudgeted one-off staffing costs of c£200k for Agency, Consultancy & Market Related Supplements	0.7
Streetscene & Regulatory Services	Waste & Fleet Services	The main pressures are COVID related including loss of income for Commercial Waste £487k , PTS £1,181k , Fleet £133k and Taxi Licensing £110k . There are COVID related costs in Domestic Waste of £595k. Commercial Waste are optimistic that there will be some growth in the second half of the year achieving a net surplus of (£188k), and Fleet are predicting an underspend of (£609k). (A combination of reduced capital financing costs and some additional income.) In addition, there are costs associated with Christmas Collections £150k, Equipment& Tools/Misc £253k (Domestic Waste) and some pay award costs £62k (PTS). Waste Disposal costs are predicted to be £906k overspent. This is a result of a combination of increased gate fees, increased tonnages and some additional costs relating to SMBC reducing their tonnages to landfill.	3.0
Streetscene & Regulatory Services	SSGS Management & Support	This £1.2m pressure relates to the cost of providing regional mortuary facilities for the covid pandemic	1.2
Streetscene & Regulatory Services	Environmental Services	There is a COVID related pressure of £100k due to loss of Pest Control income and staffing costs of £157k, which offsets u/spends on centralised salaries, non-achievement of income £33k and some misc variations c£22k	0.3
Streetscene & Regulatory Services	Other Variances Less than 100K		0.1
Streetscene & Regulatory Services			6.8
Project Management and Property Services	Commercial Property and Development	This entirely reflects the potential COVID pressure for rental loss for which a mitigation strategy is underway	5.8
Project Management and Property Services	Facilities & Property Services	This reflects COVID pressures relating to making property safe to occupy of £450k, and the unbudgeted holding costs for the vacant Fairfax street building of £350k.	0.7
Project Management and Property Services	PMPS Management & Support	Salary savings of £164k are offsetting acquisition savings target not yet achieved due to uncertainty in the property market caused by COVID.	0.2

Project Management and Property Services	Other Variances Less than 100K		(0.1)
Project Management and Property Services			6.7
Ringfenced Funding	SEND & Specialist Services	DSG: This is predominately attributable to a significant increase in demand for external specialist placements for: primary and secondary SEMH (local provision is exhausted); specialist provision for LAC resident in other LAs; new and extended FE placements from Sept 2020 and unit costs increases throughout the system.	1.5
Ringfenced Funding	Schools	DSG - £1.9m High Needs Unallocated Resource, £0.3m Growth Fund & £0.1m Early Years Provision	(2.3)
Ringfenced Funding	Education Entitlement	DSG: The budget for the Early Years team is forecasting an under spend of £221k. This is due to vacancies within the team and a delay in the implementation of a proposed restructure. The New Arrivals fund is forecasting an under spend of £75k due to a reduction in the number of pupils being admitted to schools due to Covid-19. Coventry ELC is forecasting an under spend of £97k, however it should be noted that £51k of their 2020/21 budget is a one-off contribution from reserves. There are other small under spends across a number of different budgets within Education Entitlement.	(0.5)
Ringfenced Funding	Education Improvement & Standards	DSG: This overspend is a planned use of Dedicated Schools Grant reserve linked to the Coventry Education Improvement Strategy commissioning pot.	0.1
Ringfenced Funding	Financial Strategy	Technical adjustment to remove total of ringfenced variances from corporate position	1.0
Ringfenced Funding	Employment & Adult Education	Adult Education: The service is forecasting an overspend of £200k which will be funded using their earmarked reserves. A prudent approach has been taken due to a level of uncertainty regarding some of their less material funding streams.	0.2
Ringfenced Funding			0.0
Corporate & Contingency		Estimated lower dividends of £1.9m resulting from the impact of Covid; Asset Management Revenue Account (£2.2m) due to lower than budgeted capital financing costs; central budgets underspend (£0.9m) on superannuation budgets and over-achievement of Business Rates Pool income.	(1.2)
Contingency & Central			(1.2)

Total Non-Controllable Variances - Contingency & Central Budgets			39.4
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Appendix 2

Approved / Technical Changes

SCHEME	EXPLANATION	£m
Highways Investment	Assumed Housing Infrastructure Funding at budget setting that will now not prevail.	(0.2)
CF - Swanswell Viaduct Phase 2	Local Highways Maintenance Challenge £5m award from the Department of Transport for Ring Road - Swanswell Viaduct Refurbishment, Phase 2 (Cabinet Report 25th August and Council 8th September).	1.0
Active Travel	£0.3m awarded from Department of Transport for Emergency Active Travel. This is to implement pop-up and temporary interventions to create an environment that is safe for both walking and cycling in your area. Active travel allows people to get around whilst maintaining social distance and will have an essential role to play in helping us avoid overcrowding on public transport systems as we begin to open up parts of our economy.	0.4
Getting Building Fund	The Government has announced Getting Building Fund for infrastructure projects which support stimulating the country's economic recovery. The Council has been awarded £8.1m from the Ministry for Housing Communities and Local Government and £12m from the West Midlands Combined Authority for the delivery of a number of schemes under the Getting Building Fund programme.	2.0
Friargate	Cabinet 25th August approved the additional £750,000 working capital requirement due to be paid to the JV in 2021	0.8
Coventry Station Mastepan – Nuckle 1.2	The Council will be commissioning Network Rail to undertake a revised GRIP 3 Options Selection Report to identify a more cost effective solution to delivery the NUCKLE Phase 1 Package 2 project, which includes a new bay platform at Coventry Station to support increased rail services between Coventry and Nuneaton. This is a 6 month piece of work due to commence from November 2020.	0.4
War Memorial Car Parking Machines	Cabinet on 25th February approved the car parking charges at War Memorial Park	0.1
TOTAL APPROVED / TECHNICAL CHANGES		4.4

Appendix 3

DIRECTORATE	BASE BUDGET plus 19/20 RESCHEDULING £m	APPROVED / TECHNICAL CHANGES £m	OVER / UNDER SPEND NOW REPORTED £m	RESCHEDULED EXPENDITURE NOW REPORTED £m	REVISED ESTIMATED OUTTURN 20-21 £m
PEOPLE	29.2	1.1	0.1	(13.2)	17.2
PLACE	222.6	13.8	0.1	(4.7)	231.3
TOTAL	251.8	14.9	0.2	(17.9)	249.0

Rescheduling and Accelerated Spend

SCHEME	EXPLANATION	£m
Basic Need	One of our major projects is behind schedule due to Sport England objections against planning permission. In addition, at the outset of the Covid-19 pandemic the Education Team set aside a covid contingency which was expected to be used in this period, however, it is not anticipated that the financial impact of Covid on Education Capital Projects will be felt until next financial year. Strategic discussions with schools have meant utilising additional existing capacity within existing buildings as part of a phased opening of new places, which has deferred some of the spend	(12.1)
SEND	Multiple projects across different areas have meant that some works have been delayed, Covid restrictions have limited the number of contractors on site at specific schools. Work will be completed next financial year.	(1.0)
Condition	Additional funding provided by the DfE which was not known prior, has now been scheduled to be spent in the condition programme of works	0.4
The Avenue Bowls	Due to the delay in the procurement of the Contractor and contracts delay in general, The project has slipped by at least a further 2 months since the previous forecast was provided and therefore a slippage of at least £700k - £800k on the figures below. A true position probably won't be known for another month or so yet until the Contractor is on board and therefore this slippage is only likely to increase further.	(0.8)
Growing Places	In July 2020 the CWLEP Board agreed to repurpose £2m of funding allocated to the Duplex Fund (due to be awarded from 21/22 onwards) into the Coronavirus Business Interruption loan scheme, administered by CWRT, to support businesses across Coventry and Warwickshire during the pandemic. As the repayment of the loans is received by CWRT the funds will then be recycled back into the Duplex project.	3.1

Housing Infrastructure	The current works for Eastern Green have been delayed due to the Covid 19 pandemic as a number of the contractors were unable to seek prices from sub-contractors and other external elements of the project and thus they could not validate the tender price submission. The tender period had to be extended to cover this, in addition a number of queries had been raised through the tender process that required a total of three tender clarification exercises to be undertaken. All of the final costs have now been submitted and an award of contract is due to be issued imminently. Currently based on the revised programme submitted in May 2020 we are 3 months behind on the project timeline which Homes England are aware of.	(4.7)
Lenton's Lane Cemetery Phase 2	An unsuccessful tendering exercise whereby no appointment was made has led to a review of the project scope and design. In addition, procurement advice is that the project must be re-tendered. The resulting programme slippage means that the contractor expenditure will now be incurred in financial year 2021/22.	(1.8)
Friargate	The changes in the capital expenditure profile are due to delays to the start on site dates for the hotel and Two Friargate as a result of COVID related impacts	(8.5)
Whitley Depot	Reprofiling of annual spend due to programme amendments and adoption of appointed contractors cash flow predictions.	(0.2)
City of Culture	Delay in the appointment of St Marys contractor is slipping the project. The Project Team are working with them to see of ways we can accelerate the project, but until this work is complete this represents the current financial projections	(1.4)
City Centre South	CPO works not progressing as quickly as originally anticipated and final retention for the Cov Point Demolition slipped to September 21, 12 months post completion	(0.2)
TOTAL RESCHEDULING		(27.2)

Prudential Indicators

Indicator	per Treasury Management Strategy	As at 30th September 2020
Ratio of Financing Costs to Net Revenue Stream (Indicator 1) , illustrating the affordability of costs such as interest charges to the overall City Council bottom line resource (the amount to be met from government grant and local taxpayers).	14.16%	14.22%
Gross Borrowing should not, except in the short term, exceed the estimated Capital Financing Requirement (CFR) at the end of 3 years (Indicator 2) , illustrating that, over the medium term, net borrowing (borrowing less investments) will only be for capital purposes. The CFR is defined as the Council's underlying need to borrow, after taking account of other resources available to fund the capital programme.	Year 3 estimate / limit of £531.4m	£411.8m Gross borrowing within the limit.
Authorised Limit for External Debt (Indicator 5) , representing the "outer" boundary of the local authority's borrowing. Borrowing at the level of the authorised limit might be affordable in the short term, but would not be in the longer term. It is the forecast maximum borrowing need with some headroom for unexpected movements. This is a statutory limit.	£502.3m	£411.8m is less than the authorised limit.
Operational Boundary for External Debt (Indicator 6) , representing an "early" warning system that the Authorised Limit is being approached. It is not in itself a limit, and actual borrowing could vary around this boundary for short times during the year. It should act as an indicator to ensure the authorised limit is not breached.	£482.3m	£411.8m is less than the operational boundary.
Upper Limit on Fixed Rate Interest Rate Exposures (Indicator 9) , highlighting interest rate exposure risk. The purpose of this indicator is to contain the activity of the treasury function within certain limits, thereby reducing the risk or likelihood of an adverse movement in interest rates or borrowing decisions impacting negatively on the Council's overall financial position.	£439.5m	£319.5m
Upper Limit on Variable Rate Interest Rate Exposures (Indicator 9) , as above highlighting interest rate exposure risk.	£87.9m	-£97.4m

<p>Maturity Structure Limits (Indicator 10), highlighting the risk arising from the requirement to refinance debt as loans mature:</p> <p>< 12 months 12 months – 24 months 24 months – 5 years 5 years – 10 years 10 years +</p>	<p>0% to 50% 0% to 20% 0% to 30% 0% to 30% 40% to 100%</p>	<p>30% 3% 11% 4% 52%</p>
<p>Investments Longer than 364 Days (Indicator 11), highlighting the risk that the authority faces from having investments tied up for this duration.</p>	<p>£30m</p>	<p>£0.0m</p>

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Communities and Neighbourhoods Scrutiny Board 4
Cabinet

5th November 2020
1st December 2020

Name of Cabinet Member:

Cabinet Member for City Services – Councillor P Hetherington

Director Approving Submission of the report:

Director of Transportation and Highways

Ward(s) affected:

All wards

Title:

Revision to Domestic Vehicle Footway Crossing Policy 2020

Is this a key decision?

Yes – Affects all wards across the city

Executive Summary:

The policy sets out the criteria and process for residents to apply for and build a legal vehicle crossing over the pavement to their property.

The policy was last revised in 2016 to encourage more residents to apply for lawful crossings. However, despite this, some residents continue to drive over pavements not intended to carry vehicles, resulting in damage to pavements, putting pedestrians at risk through damaged pavements and costing the Council many thousands of pounds each year.

To reduce the number of unauthorised crossings and associated damage to pavements, the following principal policy changes proposed are:

- Reduce the depth of private frontage required to meet the policy from 4.5m to 4.0m.
- Make applicants responsible for ensuring a vehicle does not overhang the Highway by applying conditions.
- Strengthen enforcement of overhanging vehicles.

Recommendation:

Communities and Neighbourhoods Scrutiny Board (4) are requested to:

- 1) Consider the proposal for the revised Domestic Vehicle Footway Crossing Policy 2020 and make any recommendations to Cabinet.

The Cabinet is requested to:

- 1) Adopt the revised Domestic Vehicle Footway Crossing Policy 2020 as set out in Appendix A to the report.

List of Appendices included:

Appendix A - Revised Domestic Vehicle Footway Crossing Policy (October 2020)
Appendix B - Popular Small Car Lengths
Appendix C – Briefing Note from Communities and Neighbourhoods Scrutiny Board (4) 5th November 2020

Background papers

None

Other useful documents:

Report to Cabinet Member (City Services) 13th July 2006: 'Domestic Footway Crossing Policy'
Report to Cabinet (City Services) 8th November 2011: 'Revisions to Domestic Vehicle Footway Crossing Policy'.
Report to Cabinet 5th January 2016: 'Revisions to Domestic Vehicle Footway Crossing Policy'

Has it been or will it be considered by Scrutiny?

Yes – Communities and Neighbourhoods Scrutiny Board 4 on 5th November 2020.

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

1. Context (or background)

- 1.1 Following changes to the policy in 2016, further options to improve the process and allow more crossings to be built have been discussed in consultation with officers from Highways, Legal and Planning.
- 1.2 The present policy requires a minimum hardstanding depth of 4.5m. This is to allow a vehicle to fit onto the property and not overhang the public Highway.
- 1.3 Since the introduction of the last policy (which reduced the depth required from 4.8m to 4.5m) there has been a demand to reduce the depth further. Many applicants complain that their frontage only just fails to meet the criteria, typically one or two centimetres and that they could comfortably fit their car within the space available.
- 1.4 Research into popular car lengths suggests that small cars and even some saloons are considerably shorter than 4.5m in length. (See Appendix B).
- 1.5 An Equality Impact Assessment has been completed to ensure there are no adverse impacts resulting from the policy change, particularly the risk of overhanging vehicles. It is felt this is more than mitigated by the benefits of the reduction in damage to pavements from illegal crossings.

2. Options considered and recommended proposal

- 2.1 Reduce the depth of hardstanding required and deal with this risk by an agreement with applicants not to overhang.
- 2.2 Build the agreement into the Vehicle Crossing application procedure.
- 2.3 Introduce more rigorous monitoring and enforcement of overhanging vehicles which would be undertaken by the Vehicle Crossing Officer.
- 2.4 The recommended principal changes within the new policy are:
 - 2.4.1 to reduce the required depth of private frontage from 4.5m to 4.0m
 - 2.4.2 to allow enforcement where residents allow their vehicle to overhang onto the Highway.

3. Results of consultation undertaken

- 3.1 The recommendations and proposals in this report arise from discussions between officers representing the Council's legal, planning and highways teams. Additionally, external legal advice has been provided by Counsel. The Cabinet Member for City Services has also been consulted.

4. Timetable for implementing this decision

- 4.1 Subject to approval it is proposed to adopt the amended policy with immediate effect. A programme of publicity will be prepared to ensure citizens and other interested parties are made aware of the changes in the policy, including updated information on the Council's website.

5. Comments from the Director of Finance and the Director of Law and Governance

5.1 Financial implications

Reducing the damage caused by driving over pavements will reduce pressure on reactive maintenance budgets.

5.2 Legal implications

If a person wishes to drive a vehicle across a footway to gain access to park on their property, they can be required by the Highway Authority pursuant to Section 184 of the Highways Act 1980 (HA 1980) to have a vehicle crossing constructed or may request the Highway Authority to construct a properly made up crossing on their behalf. In determining whether to grant permission to an application under this Act, the Council must consider the need to prevent damage to the footway or verge and the need to ensure or facilitate, so far as practicable, safe entry to and from the premises, the passage of vehicular traffic on the highway network, safe passage for pedestrians and cyclists, impact on drainage/flooding and on-street parking.

Common law access rights do not take precedence over the HA 1980. As Local Highway Authority, Coventry has power to enforce Section 184 where a person refuses to construct a crossing. This may be by constructing the crossing on the person's behalf and charging for this work. In cases where persons either construct a crossing without the Local Highway Authority's permission, or habitually cross a footway that does not have a crossing, then enforcement powers can be used.

Furthermore, where it is not safe to allow a crossing or that there are amenity grounds for refusing a crossing (to protect wide verges or trees), if a person continues to take a vehicle over the Highway, the Local Highway Authority can prevent access by fencing under Sections 66 and 80 of the HA 1980.

In addition to the requirements under the Highways Act 1980, any person wishing to construct a domestic footway crossing onto a classified road must also first receive planning permission in accordance with the Town and Country Planning Act 1990. Planning permission may also be required to construct a domestic footway crossing onto an unclassified road where the proposal does not fall within Permitted Development Rights.

6. Other implications

6.1 How will this contribute to achievement of the Council Plan?

These proposals will help to improve health by reducing damage to pavements which can be a risk to pedestrians, particularly vulnerable residents who regularly use local pavements.

The proposals also support the Council's key objective to promote better roads, streets and pavements.

6.2 How is risk being managed?

Unauthorised or illegal crossings can cause damage to pavements and increase the risk of tripping and falling accidents. The revisions to the existing policy go further than the previous policy in allowing more residents to meet the Council's criteria and therefore this should decrease the number of dangerous illegal crossings.

The risk associated with overhanging vehicles will be mitigated by a strong enforcement process.

6.3 What is the impact on the organisation?

Less damage to pavements and subsequent reduction in revenue costs.

Reduction in complaints against the Council and subsequent referrals to the Local Government Ombudsman.

6.4 Equalities / EIA

An Equality Impact Assessment has been carried out and approved by the Cabinet Member for City Services and the Director of Transportation and Highways.

The revised policy will continue to benefit all pedestrians, especially vulnerable pedestrians, by ensuring that there are more crossings constructed across the City, built in safe locations and that the materials and quality of the workmanship meets Council standards thereby reducing the number of defects on the city's pavements.

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

These proposals will help to control the use of poorly constructed and unsafe crossings and will promote the need to apply for planning permission to utilise non-permeable surfaces, thereby reducing the risk of flooding caused by surface run-off.

6.6 Implications for partner organisations?

None

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

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Contributor/ approver name	Title	Service	Date doc sent out	Date response received or approved
Contributors:				
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Peter Ullah	Highways and Development Manager	Transportation and Highways	25/8/20	25/8/20
Tracy Cowley	Highways Technical Services Manager	Transportation and Highways	25/8/20	25/8/20
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Names of approvers for submission: (officers and members)				
Graham Clark	Lead Accountant	Finance	25/8/20	2/9/20
Rob Parkes	Legal Services Team Leader	Law and Governance	25/8/20	8/9/20
Julie Newman	Director of Law and Governance	-	25/8/20	2/9/20
Councillor P Hetheron	Cabinet Member for City Services	-	25/8/20	9/9/20

This report is published on the council's website: www.coventry.gov.uk/councilmeetings

DOMESTIC VEHICLE PAVEMENT CROSSING POLICY – Draft Revision June 2020

1. General

A vehicle crossing is where a pavement is reinforced to take the weight of a car or light goods vehicle and the kerb is dropped to form a ramp.

If residents wish to drive across the public pavement or verge to gain access to park on their property, they should apply to the Council to have a vehicle crossing constructed. They should do this by going to:

https://www.coventry.gov.uk/info/110/planning/1334/do_i_need_planning_permission/9.

The policy is closely tied into the Age-Friendly policy and the Council Plan, which recognise the need for a clear pavement strategy. The Council aims to provide clear, safe walking surfaces for the public and especially for older people. Damaged pavements present hazardous and dangerous walking conditions, so permitting crossings to be constructed helps to reduce the number of locations where problems persist.

2. Primary Considerations

The Council is the Highway Authority for all public roads in the City of Coventry. In determining whether to grant permission to an application under s184 of the Act, the Council must consider the need to prevent damage to the pavement or verge and shall also have regard to:

- a) the need to ensure, so far as practicable, safe entry to and exit from premises;
- b) the need to facilitate, so far as practicable, the passage of vehicular traffic on the highway network;
- c) the need to maintain safe passage for pedestrians and cyclists by ensuring vehicles do not overhang the pavement, see section 5.2 below.

In determining permission, the Council will also need to consider any environmental and other factors, such as the presence of trees, green spaces, other obstacles to construction and the impact the application will have on the requirements for on-street parking in the vicinity.

Residents wishing to have a vehicle crossing constructed are required to apply to the Council, which in light of the above considerations, may approve the request with or without modifications, may propose alternative works, or may reject the request. Each case will always be considered on its own merits.

3. Planning Permission

The construction of a vehicle crossing may require planning permission as well as consent from the Highway Authority.

If the proposed crossing fronts onto a classified road, full planning permission will be required. A list of classified roads within Coventry is attached to this document.

Planning permission is also required, irrespective of the classification of road, to lay impermeable private driveways of over 5 sq. metres in area, in order to prevent rainwater from running off directly onto roads, as this can contribute to flooding.

Where full Planning permission is not required, applicants can choose to self-certify that a proposed vehicle crossing would meet Permitted Development requirements or they can make a formal application and apply for a certificate of lawfulness. Details are provided by following the link in Section 1 above.

A separate planning application fee has to be paid for all applications for a certificate of lawfulness or a full planning application. These planning applications are usually decided within 8 weeks. Within this time the officers will also carry out an inspection to confirm that the forecourt dimensions are within the requirements of the policy and any other matters relating to the application including drainage are picked up within the process.

4. Technical Design Standards

The following technical design standards need to be met, if an application for a vehicle pavement crossing is to be considered for approval:

4.1 Highway Safety

Any application for the construction of a domestic vehicle crossing may be refused or required to be modified on the grounds of safety. The applicant must ensure that the required sight lines are maintained to allow safe access to and from their property. The requirements are for a pedestrian visibility splay of 2.0 x 2.0 metres. More detail can be found in Section 2.10.5 of the Councils Design Guide:

https://www.coventry.gov.uk/downloads/file/3072/part_2_-_whole_document_december_2010

In ideal circumstances there will be sufficient space within the curtilage of the property to enable vehicles to enter and leave in a forward direction. However, as domestic crossings are not generally intensively used, it is acceptable for vehicles to reverse off the highway onto the private curtilage, so long as highway safety is not compromised. Acceptability will depend on the level of visibility along the road and pavement, the volume and speed of traffic, the width of the road and the presence of street furniture and other obstructions.

Situations where manoeuvring onto or off the road may be hazardous and so result in an application being refused or modified include:

- onto a section of road where traffic speeds are high
- on the approach to a traffic signal junction where regular queuing takes place
- in close proximity to a junction, roundabout or traffic signals
- within the zig-zag markings of a pelican or other controlled pedestrian crossing
- immediately adjacent to a pedestrian refuge or traffic island which would prevent a vehicle turning in excess of 90 degrees in a single movement

- at a bus stop where use of a crossing could conflict with passengers waiting or make it difficult for disabled passengers to board or alight a bus
- where there is inadequate forward visibility for other drivers, pedestrians and users of the proposed access, given the speed of traffic using the road

The above list is indicative, but not exhaustive.

4.2 Forecourt dimensions

A vehicle hardstanding within the property frontage must have the following dimensions:

- a minimum of 4.0 metres depth at its shortest point by 2.4 metres wide,
- If a new access is to lead to a garage, there must be a minimum depth of 5.0 metres to accommodate door opening.

There must be sufficient space within the curtilage (hardstanding area around front of property) of a site to ensure that a parked vehicle **does not** overhang the pavement or obstruct doorways and that manoeuvring on and off the road can be done safely. It is the applicants' responsibility to ensure there is no obstruction of the pavement in order to keep pedestrians, and particularly vulnerable users safe.

Please refer to Section 9 Enforcement below, drawing particular attention to the actions the Council can take where a vehicle persistently overhangs the pavement.

4.3 Vehicle crossing widths

The width of a crossing and its position relative to the frontage of the property may be influenced by a number of factors such as widths of road, pavement or verge, and the width and depth of the area available for parking. In general, the width of a crossing is limited to that necessary to facilitate its proper use.

The standard crossing width (lowered kerb length) is 2.7 metres. This is the normal width appropriate in most cases. In exceptional circumstances, dependent on site conditions, the maximum crossing width (lowered kerb height) for an individual property of 3.6 metres may be applied.

Where one exists, the boundary fence, wall or hedge should be retained for that portion of the frontage not covered by the footway crossing. This is to protect the street scene and pedestrians from motor vehicles manoeuvring on the footway.

4.4 Shared access

Where the occupiers of two adjoining properties share a driveway and wish to build a double width crossing to serve the two sites, one occupier should act on behalf of both parties although the application must be signed by both parties.

In order to maintain the safety of pedestrians on the footway and to retain on-street parking provision, the maximum crossing width (lowered kerb height) for a shared access should not exceed 4.5 metres. The shared drive must normally be positioned centrally between both properties. Where one exists, the boundary fence, wall or hedge should be retained for that portion of any frontage not covered by the footway crossing.

4.5 Minimum spacing between crossings

Where a shared access is not feasible, to provide adequate facilities for pedestrians, individual crossings shall normally be separated by at least one kerbstone (0.9m of full kerb face) or an absolute minimum of 0.6m of full face kerb.

4.6 Second crossings

Normally, to limit any adverse impact on pedestrians using the adjoining footway and to minimise the loss of kerb side parking, only one crossing will be permitted per property. However, a second crossing may be permitted where:

- The property frontage abutting the highway is a minimum of 12 metres wide, and
- The property fronts a classified road where a second crossing would enable the formation of a drive and the garden is deep enough to accommodate this so that vehicles do not have to reverse either onto or off the highway, or
- The property is in a street where the majority of properties have off-street parking and demand for kerb side parking would not be adversely affected.

4.7 Obstacles to construction

If the proposed position of a crossing is obstructed by a road sign, lighting column, road hump or tree etc., the location should be altered to avoid the obstacle. If this is not feasible, a decision will have to be made by the relevant section within the Council, or other agency as appropriate, as to whether the item should be removed or relocated, although there may be limited scope to do so. Where relocation or removal is agreed, the costs of any such work will be the responsibility of the applicant.

In relation to specific obstacles to construction, the following conditions apply:

- (i) **Street trees** - crossings will not normally be allowed where their construction will require either the removal or cutting of the roots of a street tree. In all cases, permission to proceed will be required from the Council's arboriculture team.

The general presumption will be to refuse an application if there is a conflict with a street tree. However, where permission is granted, the cost of the tree removal and the replacement(s), including initial maintenance, will be charged to the applicant.

- (ii) **Lighting columns** – where a crossing requires the relocation of an existing street lighting column permission will also be required from Coventry's PFI lighting contractor. Where relocation is approved all associated costs shall be paid for by the applicant.
- (iii) **Road humps** - where an applicant requests a new crossing in circumstances where an existing road hump or similar feature is judged to create an unacceptable hazard or hindrance to the operation of the crossing, the application will not be approved until the traffic calming feature has either been relocated or altered in profile by the Council so as to satisfactorily reduce the hazard or hindrance, subject to full reimbursement of costs by the applicant. The relocation of such a feature is subject to review by the Council's road safety engineer.

Where a traffic calming feature is to be relocated, approval is subject to the satisfactory outcome of the formal consultation and legal process which is required to be completed before the application can be determined.

- (iv) **Statutory Undertakers apparatus** - work may be required to remove, divert or lower statutory undertakers' plant or apparatus, such as telephone boxes, telegraph poles or chamber covers. All costs involved in such works will be paid for by the applicant.
- (v) **On-street parking controls** – the Council may refuse crossing requests where the resulting loss of public on-street parking would adversely affect the operation of a parking scheme or may result in a lack of adequate on-street parking. In particular, crossings should not be permitted where they would result in the loss of more than one space in a residents parking scheme.

Where approved, a crossing that affects a designated on-street parking bay or other restriction may require changes to the traffic regulation order (TRO). The cost of altering the TRO and any traffic signs and road markings should be met by the applicant. To reduce the cost to the applicant associated with amending a TRO, the Council will wait until a number of amendments are required to the order before starting the legal process. The legal process should be completed before construction of the new crossing begins.

- (vi) **Grass verges** – where an application for a crossing is proposed across an area of highway verge or grassed amenity area that is greater than 3 metres in width there will be a presumption that it will be refused because of the loss of green space and the adverse effect this can have on the appearance of the street. However, if within 30m there is / are established crossing(s) greater than 3 metres then there will be a presumption to approve. In these cases, precedent has already been established and amenity value has been historically relaxed.
- (vii) **Drainage** - the applicant must provide suitable drainage to prevent surface water discharging onto the highway prior to the construction of the crossing. Enforcement of this requirement is possible under s163 of the Highways Act 1980. Applicants will need to provide evidence that surface water drains are connected to either a drainage system or a properly constructed soakaway. Preference is for use of sustainable drainage systems within the applicants' property and more guidance can be found at:

<https://www.gov.uk/government/publications/permeable-surfacing-of-front-gardens-guidance>.

Guidance relating to soakaways can be found at <https://www.susdrain.org/delivering-suds/using-suds/suds-components/infiltration/soakaways.html>.

Where the private driveway is over 5m² and of impermeable surfacing planning permission is required, in order to prevent rainwater from running off directly onto roads, as this can contribute to flooding.

4.8 Alternative access

It is desirable to minimise the number of new accesses (and associated stopping and turning manoeuvres) onto main roads in order to maintain their importance as traffic routes in Coventry's road hierarchy. Subject to the technical design standards being met, there will be a presumption that an access onto an 'A' classified road will only be considered for approval if there is no other means of vehicular access to the property concerned. Planning permission is always required for access onto classified roads.

5. Alterations to a crossing

If a vehicle is grounding on an existing domestic pavement crossing, the Council will alter the profile of the crossing on request, subject to full reimbursement of costs by the householder.

In exceptional circumstances where it is proven the grounding is caused by recent Council works to the road or pavement, the Council will investigate and consider if it is appropriate to carry out remedial works to alleviate the grounding without cost to the householder (including accommodation works on private land if necessary, with the permission of the landowner).

6. Crossing Construction

The construction of all domestic vehicle pavement crossings shall be undertaken by the Council's own approved contractor or a Contractor meeting the criteria listed below:

- (i) All necessary permissions have been obtained;
- (ii) The applicant has properly opened up the access and laid out the off-street parking provision (hardstanding) to the satisfaction of the Council;
- (iii) Acceptable financial arrangements have been put in place and/or payment has been made.

Additionally, for external contractors, the contractor must provide to the Council:

- (i) Evidence of the contractor's public liability insurance (£5,000,000 minimum)
- (ii) Copies of the Supervisors and Operatives NRSWA Streetworks qualification cards (required under national legislation to undertake works on the highway).
- (iii) Confirmation that they are in possession of the Councils vehicle crossing installation standard details.
- (iv) Confirmation that they are in possession of full service/utility drawings for the location
- (v) Evidence of previous experience of constructing vehicle crossings and are familiar with Traffic Management provision to Chapter 8 of the Traffic Signs Manual.

Once the above provisions are in place, construction will be programmed and the applicant informed of dates. The aim will be to commence construction within 6 weeks of these provisions being in place where the Councils contractor is used.

7. Fees and charges

The application fee covers the cost of reviewing the application, both in Planning and Highways services, providing advice on feasibility, checking it against the technical design standards and associated inspections, and providing an estimate cost to the applicant. The estimate for Highway works shall be valid for a period of three months.

Fees are as follows:

(i) Planning

The fees set out in (ii) below apply along with the planning application fee. The details of the planning application fees can be found on the Coventry City Councils web pages within section 1 of the Vehicle crossing application section.

(ii) Highways

- a. **£100** if using the City Councils Contractor (non-refundable)
- b. **£200** if using an approved external contractor (£100 non-refundable)

All associated fees for domestic pavement crossings will be reviewed annually.

If the crossing application is approved, the applicant will be provided with an estimated cost of constructing the crossing, which is in addition to the above.

8. Application process

Applicants should first read this document thoroughly in order to come to a judgement as to whether the application site may meet the technical design standards set out in Section 5 of this policy and whether planning permission may be required.

Applicants wishing to proceed can apply online at: www.coventry.gov.uk/planning where application forms and further advice can be obtained.

Once submitted to Highways, the application will be determined against the technical design standards outlined in this document. If the standards are met, the application is likely to be approved.

An application to Highways will not be progressed where the technical design standards are not met or where planning permission is required and has not been obtained. Any planning costs paid will not be refunded as this covers administration costs.

If the application is approved the applicant will be provided with an estimate cost of constructing the crossing.

9. Enforcement

Illegal Crossings

A crossing is deemed to be illegal where it is either:

- a) Of unknown construction (constructed without the council's consent), or
- b) Not constructed (residents driving over existing pavement)

It should be noted that carrying out construction of a crossing without the Councils consent is illegal and could result in the cost of the Council rebuilding the crossing / reinstating the pavement in addition the original unauthorised work.

The Council can take action under the Highways Act 1980, to:

- Contact the residents and ask them to apply for an authorised crossing, if the location is compliant with all Planning and Highway requirements.
- Contact the residents and ask them stop crossing the pavement with a vehicle, where the location is not compliant with all requirements.
- Construct a crossing on behalf (i.e. in default) of a resident and recharge for this service, where the resident refuses to stop crossing the pavement with a vehicle and the location is compliant with all Planning and Highway requirements.

This will only take place where residents refuse to comply with requests from the Council to address an illegal crossing issue.

- Impose conditions restricting the use of a pavement / verge as a crossing where the location is not compliant with all requirements.

Where residents refuse to pay for any crossing constructed by the Council, it will seek recovery of monies through legal action.

Vehicle Overhang

It is the responsibility of the applicant to ensure any vehicle using the pavement crossing to access a private driveway, does not overhang the private property and cause an obstruction on the public highway.

This is an express condition of the application and applicants will need to sign an agreement to this effect.

In terms of enforcement against overhanging vehicles these are as follows: -

- TRO – where parking restrictions exist across the driveway. Penalty Charge Notice (PCN) could be issued if the vehicle's wheel is on the footway.
- Community Protection Notice (CPN) under Anti-Social Behaviour Crime and Policing Act 2014. There would need to be evidence that the obstruction was persistent and continuing and was having a detrimental effect on the quality of life of those in the locality. The first step in the process is to issue the person with a written warning and if this is not complied with then a CPN. A CPN can be appealed to the Magistrates' Court but a written warning cannot. On breach of a CPN the perpetrator can be issued with a fixed penalty fine of up to £100.
- Prosecution for "Wilful obstruction" under s137 of the Highways Act 1980. Carries a max £1000 fine and sufficient evidence would need to be gathered and the overhang would need to cause an obstruction. A warning notice could be issued as part of the evidence gathering and could include resident reporting continuing behaviour
- Breach of the express condition 'not to overhang'. Failure to comply with the condition could result in a fine of under S.184 Highways Act, being Level 3 on the Standard Scale. This can only be enforced where residents have been required to sign an agreement with the Council when they are granted their application for a crossing.
- Police have powers to remove vehicles causing an obstruction pursuant to Removal and Disposal of Vehicle Regulations 1986
- Anti-Social behaviour civil injunction (in very extreme cases). Civil injunction under the Anti-Social Behaviour, Crime and Policing Act 2014 could contain a prohibition on causing an obstruction. There would need to be considerable evidence that there was conduct which has caused or is likely to cause harassment, alarm and distress to any person. This is a high burden to prove to achieve considering that the issue is an obstruction of a pavement by a vehicle but may be relevant in very severe and persistent cases. Penalties on breach can be an unlimited fine and/or up to 2 years in prison.

10. Appeal Procedure

Should an applicant for the construction of a domestic vehicle footway crossing be dissatisfied with the response and make representations to that effect, the Councils corporate complaints policy will apply. Where planning permission is refused, the applicant will have a statutory right of appeal dealt with by the Planning Inspectorate.

Appendix B

Average popular small car lengths

	Length (Metres)
Toyota Yaris	3.944
Vauxhall Adam	3.698
Audi A1 2020	4.046
Citroen C1	3.466
Fiat 500	3.571
BMW i3	4.011
Volkswagen Polo	4.053
Renault Twingo	3.165
Renault Clio 2020	4.05
New Renault Zoe 2020	4.087
Mini 3 door 2020	3.821
Mini 5 door 2020	3.982
Peugeot 108 2020	3.47
	3.81 Average

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To: Cabinet

Date: 1st December 2020

Subject: Revision to Domestic Vehicle Footway Crossing Policy 2020

1 Purpose of the Note

- 1.1 To inform the Cabinet of the recommendations and comments made by the Communities and Neighbourhoods Scrutiny Board (4) during their consideration of the item on the Revision to Domestic Vehicle Footway Crossing Policy 2020 at their meeting on 5th November 2020.

2 Recommendations

- 2.1 The Communities and Neighbourhoods Scrutiny Board support the recommendations to the Cabinet. In addition, the Communities and Neighbourhoods Scrutiny Board (4) recommend that Cabinet;
- 1) Promote the new Domestic Vehicle Footway Crossing Policy through a communications campaign including an article in Citivision
 - 2) Consider increasing enforcement activity regarding illegal footway crossings and enforcement of the new Policy
 - 3) Consider the impact of the proposed Policy on On-street Parking Controls including residents parking schemes when determining applications for dropped kerbs

3 Background and Information

- 3.1 At their meeting on the 5th November 2020, the Communities and Neighbourhoods Scrutiny Board 4 considered the Domestic Vehicle Footway Crossing Policy 2020.
- 3.2 The Scrutiny Board welcomed the revised Policy and recognised the benefits of the Policy.
- 3.3 The Scrutiny Board recommended that the Policy be widely publicised if approved to encourage a greater number of people to install a dropped kerb. It was felt important to make the application process as easy as possible for residents to encourage more people to take advantage of the new policy.
- 3.4 It was felt enforcement was an important tool in the implementation of the Policy, although acknowledged there were challenges regarding promoting the scheme and increasing enforcement at the same time.

3.5 The Scrutiny Board asked for further clarification with regards to how decisions would be taken in reference to the On-street parking controls (Appendix A 4.7(v)). They required further details as to how decisions would be taken regarding crossing requests where the resulting loss of public on-street parking would adversely affect the operation of a parking scheme or may result in a lack of adequate on-street parking. This highlighted a need to ensure this policy linked into to Residents Parking Schemes.

Vicky Castree

Scrutiny Co-ordinator

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Cabinet

1 December 2020

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration – Councillor J O’Boyle

Cabinet Member for City Services – Councillor P Hetherton

Cabinet Member for Public Health and Sport – Councillor K Caan

Director Approving Submission of the report:

Director of Transportation and Highways

Ward(s) affected:

All

Title:

Coventry Local Air Quality Action Plan – Full Business Case

Is this a key decision?

Yes - The proposals involve financial implications in excess of £1m per annum and are likely to have a significant impact on residents or businesses living or working within two or more electoral wards in the City.

Executive Summary:

On 12th February 2020, the Parliamentary Secretary of State for the Environment issued the Environment Act 1995 (Coventry City Council) Air Quality Direction 2020. This Direction applies to Coventry City Council and directs the Council to:

- Implement the local plan for NO₂ (Nitrogen Dioxide) compliance for the city;
- Prepare and submit a full business case for the local plan scheme, summarising responses made to the public consultation, outlining any subsequent changes made to the local plan scheme, and confirming that the local plan scheme facilitates the achievement of local transport policies within the city

The Cabinet subsequently approved the local plan, and the necessary measures required to deliver it successfully, at its meeting on 20th July 2020.

This report seeks Cabinet approval for the submission of the full business case for the local plan scheme to Government in accordance with the Direction. It also seeks delegated authority to allow for variations to be made to the local plan scheme should this be necessary to address any specific issues raised by Government in response to the full business case.

Recommendations:

The Cabinet is requested to:

- 1) Approve the full business case for the Coventry Local Air Quality Action Plan as shown in Appendix One of this report for submission to Government
- 2) Authorise the Director of Transportation and Highways, in consultation with the Cabinet Member for Jobs and Regeneration, the Cabinet Member for City Services, the Cabinet Member for Public Health and Sport and the Director of Law and Governance, to identify and implement any changes required to the Coventry Local Air Quality Action Plan that are deemed necessary to ensure the successful achievement of compliance with the Environment Act 1995 (Coventry City Council) Air Quality Direction 2020.
- 3) In the event that further grant funding is secured from Government through the Air Quality Implementation Fund in excess of the £24.5 million pounds received to date approve such additional grant funding up to a maximum of £2.5 million pounds and delegate authority to Director of Transportation and Highways and the Director of Finance authority to allocate such grant funding received from the Air Quality Implementation Fund to the individual measures comprising the scheme and to thereafter manage such allocation in a manner as is deemed necessary to ensure delivery and compliance.

List of Appendices included:

Appendix One - Coventry Local Air Quality Action Plan – Full Business Case.
Appendix Two - Environment Act 1995 (Coventry City Council) Air Quality Direction 2020.

Background papers:

Coventry Local Air Quality Action Plan – Cabinet Report and Minute (20 July 2020).

Other useful documents

None

Has it been or will it be considered by Scrutiny?

No – however, a briefing note and presentation on this matter was considered by the Business, Economy and Enterprise Scrutiny Board 3 on 4th November 2020, who supported progress made and the implementation of the Coventry Local Air Quality Action Plan.

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: Coventry Local Air Quality Action Plan – Full Business Case

1. Context (or background)

- 1.1 On 12th February 2020, the Parliamentary Secretary of State for the Environment issued the Environment Act 1995 (Coventry City Council) Air Quality Direction 2020. This Direction applies to Coventry City Council and directs the Council to
- Implement the local plan for NO₂ (Nitrogen Dioxide) compliance for the city;
 - Prepare and submit a full business case for the local plan scheme, summarising responses made to the public consultation, outlining any subsequent changes made to the local plan scheme, and confirming that the local plan scheme facilitates the achievement of local transport policies within the city.
- 1.2 The Cabinet subsequently approved the local plan, and the necessary measures, as set out in the Outline Business Case, required to deliver it successfully, at its meeting on 20th July 2020.

2 Options considered and recommended proposal

- 2.1 The City Council is under Ministerial Direction to “implement the local plan for NO₂ compliance...so that compliance with the legal limit for nitrogen dioxide is achieved in the shortest possible time”. This Direction, issued in February 2020, is entitled the *Environment Act 1995 (Coventry City Council) Air Quality Direction 2020*. The Direction also requires that a Full Business Case (FBC) for the local plan be submitted to the Secretary of State by 19th June 2020, although the Government’s Joint Air Quality Unit has agreed, in writing, to the date for FBC submission to be moved back to 31st October 2020. A draft version of the FBC has been submitted to Government for their internal review pending consideration of the FBC by the Council’s Cabinet as set out in this report.
- 2.2 Schedule 1 of the Direction sets out the detailed package of measures that the Minister is instructing the City Council to implement. This reflects the Council’s preference not to proceed with a charging Clean Air Zone. The package of measures was considered and approved by Cabinet at its meeting on 20th July 2020, and includes a segregated cycle route between the city centre and Coundon, engagement measures with schools, businesses and local communities aimed at encouraging active and sustainable travel, and a series of highway schemes aimed at reducing congestion and facilitating dynamic traffic management on the routes into the city centre from the west. This includes Holyhead Road, where NO₂ levels are at their highest. As well as improving air quality in the city by achieving compliance with legal NO₂ levels, the package of measures will bring wider public health benefits through encouraging active travel, will result in enhanced public realm on key approaches to the city centre, and will reduce traffic congestion on major routes into the city.
- 2.3 The Government has provided £24.5 million in grant funding for the implementation of this package. In addition, the Council has secured a further £5.8 million in grant funding from the West Midlands Combined Authority’s Transforming Cities Fund for the B4101 Spon End scheme, which forms one of the highway schemes within the package.
- 2.4 There are a range of other projects that complement this package of measures by encouraging the uptake of zero emission vehicles. These include the installation of one of the most extensive networks of electric vehicle charging points in the country, with around 250 charging points installed to date and funding being secured for a further 100. The Council has also worked with National Express and Transport for West Midlands to secure funding for ten electric buses, which entered operation within the city in August 2020. This project includes the installation of solar panels and battery storage at the bus depot,

meaning that the power used to run the buses is generated on site. With regard to commercial vehicles, the Council has also secured funding from Highways England for the E-Fleet project, and is in the process of procuring 70 electric vehicles, mostly vans, that will operate as part of the Council's fleet, but will also be available for local businesses to borrow and trial on a "try before you buy" basis.

- 2.5 The main local plan package of measures was approved by Cabinet on 20th July 2020. Since then, officers have been working on the detailed delivery programme of the package, and significant progress is being made.
- 2.6 The Coundon Cycle Route has been to consultation, and on 7th September 2020 the Cabinet Member for City Services approved that it be taken forward. Preparatory works are underway, and a substantive start on scheme construction is programmed for November 2020. The first phase of the scheme is planned to be completed in mid-2021. Consultation is also being undertaken on the Binley Cycle Route, which is being separately funded but will still contribute towards achieving improved air quality within the city.
- 2.7 The engagement programme is in development. This will involve close working with those schools, businesses and local communities that create travel demand along the Holyhead Road and Foleshill Road corridors, with the aim of reducing car travel within those corridors. Clearly, the impact of COVID-19 upon the operation of schools and businesses has meant that the original plan of starting the engagement programme in September 2020 has been delayed. The programme will fully commence in early 2021 and will run through to March 2024.
- 2.8 With regard to the highway schemes, Balfour Beatty has been appointed as the programme manager for these works and initial work has commenced to inform the design process. Once detailed designs have been prepared, there will be consultation with local communities, and at that stage there will be the opportunity for a review of the proposals and any amendments to the package of measures to be made. It should be noted that any substantive changes to the package will require a submission to be made to Government as a variation to the package that the Council has been directed to deliver, and any such submission will need to have a robust evidence base demonstrating that the amended local plan will still achieve compliance with NO₂ legal limits within the shortest possible time.
- 2.9 An opportunity exists to bid for additional funding, if required, through the submission of the Full Business Case to Government, with the appropriate justification for the request. The Full Business Case is appended to this report and will be submitted to Government should Cabinet approval be granted.
- 2.10 The target date for delivery of the measures outlined in the local plan is March 2024, although the infrastructure measures are planned for construction well in advance of that date, with the Coundon Cycle Route being completed in mid-2021 and the remaining highway measures by late 2021 or early 2022. This timetable is dependent upon the successful completion of a range of statutory processes including land acquisition and Traffic Regulation Orders, as well as on the outcome of the consultation in early 2021.
- 2.11 In summary, the City Council is making good progress with the delivery of the package of measures contained in the local plan, in line with the Ministerial Direction. There are significant risks to the programme for delivery, and there may be a need to request approval from Government for changes to the package as the design and consultation progresses on individual schemes. The submission of the Full Business Case does, however, represent a significant milestone in the delivery of the Local Air Quality Action Plan.

3 Results of consultation undertaken

- 3.1 Details of the consultation undertaken for the Local Air Quality Action Plan was outlined in the Cabinet Report in July 2020 and is contained in the Full Business Case submission.

- 3.2 The individual measures that comprise the local plan scheme will be subject to further consultation as they progress through detailed design as well as statutory consultation where specific Traffic Regulation Orders are required to fully implement the schemes.

4 Timetable for implementing this decision

- 4.1 The timetable for implementing the Local Air Quality Action Plan is as set out in the main body of the report.

5 Comments from Director of Finance and Director of Law and Governance

5.1 Financial implications

The Government has already awarded the Council £24.5 million in grant funding from the Air Quality Implementation Fund for the purpose of delivering the local plan scheme in line with the instruction set out in the Direction. The award comprises £20 million in capital funding to implement the local plan scheme to achieve compliance with the legal limit for nitrogen dioxide levels and £4.5 million in revenue funding for the implementation of associated measures.

This sets a clear budget for the delivery of the Local Air Quality Action Plan package, although the submission of the full business case offers an opportunity to seek additional funding based on updated financial information such as construction contract prices resulting from tender processes for the individual schemes. An opportunity exists to bid for additional funding, if required, through the submission of the Full Business Case to Government, with the appropriate justification for the request.

5.2 Legal implications

On 12th February 2020, the Parliamentary Secretary of State for the Environment issued the Environment Act 1995 (Coventry City Council) Air Quality Direction 2020.

The Direction imposes a legal obligation on the Council to achieve compliance with the legal limits for NO₂ in the shortest possible time, and to submit the full business case for the local plan scheme to Government's Joint Air Quality Unit. A draft version of the FBC was issued to Government on this date, making it clear that the draft FBC will be considered by the Council's Cabinet at the first practicable date on which such consideration could be given.

6 Other implications

6.1 How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)?

These proposals support the Council's core aims, as set out in the Council Plan, by:

- improving health and wellbeing by improving air quality through the reduction in NO₂ levels;
- creating an attractive, cleaner and greener city by providing improved cycle routes and better public realm on key routes into the city, and;
- making the city more accessible for businesses, visitors and local people through better road connections, especially from the A45.

6.2 How is risk being managed?

Given the complex nature of the local plan scheme, with a mixture of infrastructure projects and engagement initiatives needing to be delivered, there are inevitably risks to the

successful implementation of the scheme, and the achievement of compliance with the NO₂ legal limits within the city, which is the over-riding objective of the Local Air Quality Action Plan.

The key risks include securing the necessary statutory orders and approvals to deliver the infrastructure schemes, such as land acquisition, Traffic Regulation Orders, and planning consents. Managing scheme costs to ensure that scheme delivery can be achieved within the £24.5 million budget is another key risk area, especially in an economic environment where construction costs are generally increasing due to strong competition for resources with major projects such as HS2.

A further risk is that a failure to successfully deliver the local plan scheme and achieve the NO₂ compliance might result in Government directing the Council to implement a Clean Air Zone, which would potentially result in significant economic and social disbenefit to the city.

Management of these risks is overseen by the Air Quality Programme Board, which in turn reports into the Strategic Transport Board. Significant consultation has been undertaken on the local plan scheme, with the aim of ensuring that any major issues with the package of measures is identified at an early stage, and potential objections to any aspect of the package dealt with prior to the process of securing the statutory approvals required for the scheme. Similarly, with regard to land acquisition, approval is being sought to progress a Compulsory Purchase Order if required to avoid undue delays in delivering the scheme due to land acquisition problems.

6.3 What is the impact on the organisation?

There is no impact on the organisation, as all resources required to deliver the local plan scheme will be funded through the Air Quality Implementation Fund grant received from Government.

6.4 Equality Impact Assessment (EIA)

An Equality Impact Assessment has been prepared for the Local Air Quality Action Plan. This identifies that the local plan scheme, by having a beneficial impact on air quality, will have a beneficial impact upon those groups of the community who are particularly vulnerable to respiratory disease, such as children and younger people, elderly people, disabled people, people from a black and ethnic minority background, and women who are pregnant. The scheme will also, by improving walking and cycling routes on the Holyhead Road corridor in particular, benefit people in more deprived areas of the city where car ownership is lower, and reliance on walking and cycling for local journeys will be greater.

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

The local plan scheme has been shown, through the modelling work undertaken, to have a beneficial impact upon air quality by bringing NO₂ levels down to below the legal limit set by Government. The scheme will result in modal shift, as well as a cleaner fleet of vehicles operating within the city, and reduced congestion on some of the main routes into the city. This will support the delivery of the Climate Change Strategy.

6.6 Implications for partner organisations?

The local plan scheme will result in improved air quality and will provide improved infrastructure for pedestrians, cyclists and other road users travelling within the city. This will have a beneficial impact upon local communities within the city, and a positive impact upon health.

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Coventry Local Air Quality Plan

Full Business Case

Coventry City Council

30 October 2020

Draft Final Report

Notice

This document and its contents have been prepared and are intended solely as information for Coventry City Council and use in relation to Coventry Local Air Quality Plan Full Business Case.

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The preparation of this Report has been co-ordinated by Atkins. Atkins led on the Strategic Case, the Economic Case and the Financial Case with Coventry City Council leading on the Commercial Case and Management Case. The Economic Case was informed by outputs from the CASM Traffic Model held and operated by WSP on behalf of CCC. All Air Quality Modelling Work was undertaken by Atkins. Many of the capital and operating & maintenance cost figures in the Financial Case have been provided by Coventry City Council.

This document has 100 pages including the cover.

Document history

Document title: Full Business Case

Document reference: Draft Final Report

Revision	Purpose description	Originated	Checked	Reviewed	Authorised	Date
Rev 1.0	Draft Final Report	NA	AL/JF	TD/NS	APT	30/10/20

Client signoff

Client	Coventry City Council
Project	Coventry Local Air Quality Plan FBC
Job number	5162484
Client signature/date	

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Executive Summary

This Full Business Case has been prepared in compliance with the Environment Act 1995 (Coventry City Council) Air Quality Direction 2020. It sets out the Council's planned approach to the implementation of the Local Plan Scheme for NO₂ compliance in Coventry, again in accordance with the instructions contained within the Government Direction.

The FBC also sets out the commercial and contractual arrangements, affordability and management arrangements that are in place to ensure the successful delivery of the Local Plan Scheme.

Coventry City Council is proud of the various work programmes that are underway in the city which will improve air quality. These include the introduction of electric taxis, of ten electric buses onto Coventry's bus network, and the installation of around 240 electric vehicle charging points within the city, one of the most comprehensive networks of charging points in the country. The Council is also in the process of procuring 73 electric vehicles for its own fleet, which will also be available for local businesses to trial on a "try before you buy" basis. Allied to the work that is underway to develop a viable, zero-emission mass transit system in the city, in the form of the Very Light Rail programme, and the progressive development of segregated cycle routes within the city, then it is clear that the Local Plan Scheme for NO₂ compliance is only one of many projects being implemented in the city to improve air quality.

The FBC details the work undertaken on developing the Local Plan Scheme since the issue of the Ministerial Direction in February 2020. This includes approval of the Local Plan Scheme by the City Council's Cabinet in July 2020. In the course of this development work, two elements of the Local Plan Scheme have been amended following consultation and further modelling work. The first relates to the type of restriction to be introduced on the easternmost section of Holyhead Road, with a Low Emission Zone being identified as a more effective option that will minimise the diversion of traffic onto less suitable routes whilst still removing the most polluting vehicles. The second change relates to the traffic management proposals for Foleshill Road, with a bus gate being identified as being more effective at removing through traffic from Foleshill Road and diverting it onto the higher standard and more appropriate A444 route instead.

As set out in the Financial Case, more detailed costs for the implementation of the Local Plan Scheme are also now available following the award of the main delivery contracts for the infrastructure elements of the package. This shows that the total delivery cost is estimated at £31.782 million. The budget secured to date includes the £24.5 million Air Quality Implementation Fund grant and £5.8 million Transforming Cities Fund grant from the West Midlands Combined Authority, giving a total secured budget of £30.3 million. Therefore, based on the current cost estimates there is a budget shortfall of £1.482 million, and the Council is therefore seeking additional grant funding support of £1.482 million from Government to ensure that the Local Plan Scheme can be successfully delivered.

The Council feels that the FBC sets out a compelling case for the preferred Local Plan Scheme that has emerged from the significant amount of technical work that has been undertaken throughout the past three years. The issues that have had to be considered throughout this process have been complex, and the nature of the NO₂ emissions within Coventry have meant that a simple solution has not been identified that would successfully achieve compliance as required by the Direction. However, the Council is convinced that the measures outlined in the FBC will collectively successfully achieve compliance to the benefit of Coventry's residents, businesses and visitors.

Finally, our thanks go to colleagues at Government's Joint Air Quality Unit, at Local Partnerships, Transport for West Midlands and Highways England, all of whom have actively contributed to the Air Quality Programme Board that has been responsible for overseeing this work, and particularly those individuals at JAQU who have provided advice and guidance throughout this process.

1. Strategic Case

1.1. Introduction

The Strategic Case presented in this Report illustrates a case for change, providing context for the rationale that supports options for the reduction of annual mean Nitrogen Dioxide (NO₂) concentrations in Coventry.

The Government has set out its plans to deliver a cleaner, healthier environment that benefits people and the economy. Although UK air quality has improved significantly over recent decades, it is recognised that there is still more to do, though action must be proportionate, with the interests of local people being the main driver for improving air quality.

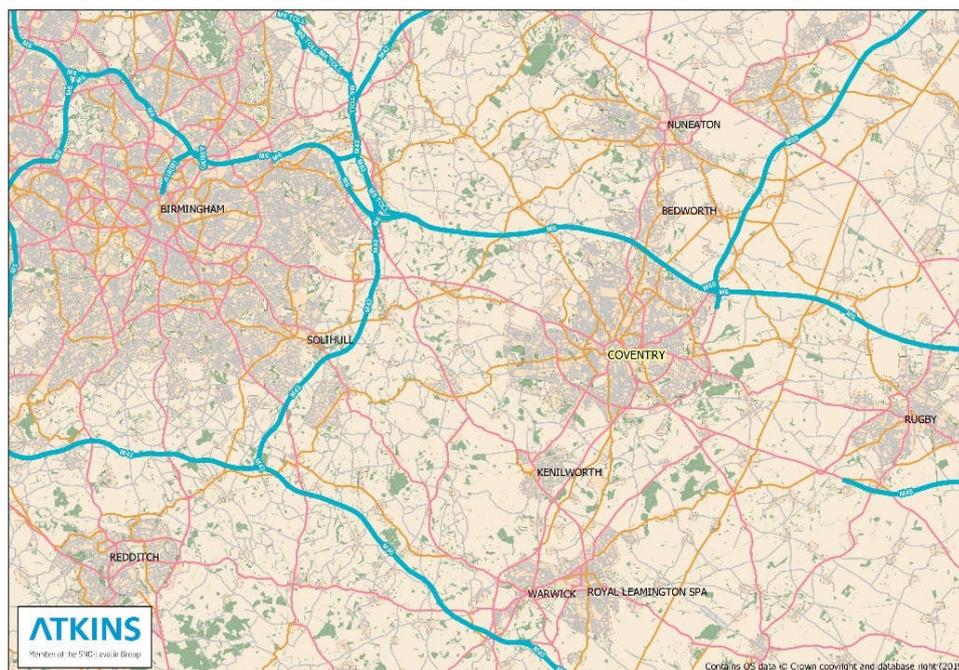
Coventry City Council (CCC) is committed to transforming Coventry into a cleaner and healthier city, supporting economic growth, improving health and providing a wider choice of travel options. Improvements in air quality underpin this vision. Coventry has been awarded the UK City of Culture for 2021 and making improvements to improve air quality within the city fully aligns with the City of Culture themes of Being Human, Reinvention and Moving, and the vision of reimagining the place of culture in a diverse, modern Britain. Coventry therefore has an opportunity to adopt a solution which delivers a lasting improvement in air quality and to showcase this solution to a wider audience.

Coventry is renowned for its rich tradition in innovation, and CCC is keen to support innovative solutions involving emerging technology. The city is also a leader in the automotive industry and has a vision for a future that incorporates integration of systems and technology such as Ultra Low Emission Vehicles (ULEV), connected and autonomous vehicles, digital data / communications and energy generation, storage and distribution. The city is home to the factory manufacturing the world leader in electric powered taxis, as well as being selected as the site for the UK's Battery Industrialisation Centre, which is currently under construction. Electric vehicles are therefore at the heart of this vision and will play a key part in reducing emissions from road transport.

Coventry is well connected to other major towns and cities in the UK due to its good access to the strategic road network and the national rail network. The city forms part of the West Midlands Combined Authority (WMCA), which is the strategic transport authority for the area, but also has a strong functional relationship with Warwickshire County Council (WCC), with significant cross-boundary travel between the city and neighbouring settlements including Kenilworth, Warwick, Leamington, Nuneaton and Bedworth. **Error! Reference source not found.** shows the location of Coventry along with some of the key neighbours, including Birmingham, Warwick, Leamington, Solihull and Leicester.

The City Council works closely with both the WMCA and with WCC on strategic transport, economic and environmental issues, through local bodies such as the Coventry and Warwickshire Air Quality Alliance and the Coventry and Warwickshire Local Enterprise Partnership. Meeting the challenge of reducing NO₂ levels in the city through the implementation of the strategy outlined in this Business Case will require the continuation of this joint working to ensure the effectiveness of the Local Air Quality Action Plan.

Figure 1-1 – Geographic location of Coventry



1.2. Business strategy

The High Court has instructed the Government to put in place a strategy to achieve the legal limits for air quality, in the shortest possible time. Accordingly, in July 2017 the Government published a revised plan to tackle roadside NO₂ concentrations across the UK. Based on Defra Pollution Climate Mapping (PCM) model outputs, 22 towns and cities¹, including Coventry, were forecast to exceed legal NO₂ limits in 2021.

To help achieve compliance, the Government has formed the Joint Air Quality Unit (JAQU), which comprises officers from the Department for Transport (DfT) and the Department for Environment, Farming and Rural Affairs (Defra), with a remit to work with the relevant local authorities to produce action plans to reduce the roadside NO₂ concentrations in those 22 towns and cities to below the legal limit. JAQU has produced an evidence package to assist officers in local authorities to develop feasibility studies for their local plan, and has provided support throughout the development of each local plan.

In accordance with Government requirements, CCC is required to produce a Business Case that assesses a number of options and identifies a preferred option to help the city achieve compliance with the legal NO₂ limits in the shortest possible time. The detailed option identification undertaken (and referenced in the OBC) identified a preferred option. This Full Business Case (FBC) presents an assessment of the preferred option, DS13p, which was approved by the Council's Cabinet on 20th July 2020.

A charging Clean Air Zone (CAZ) was required, by Government, to be one of the options assessed, due to modelling by the Government showing that, at a national level, this will achieve compliance with air quality targets in the shortest possible time. This option was used as a benchmark for other options but, as shown in the Outline Business Case submission, the wider social and economic disbenefits associated with a CAZ meant that this option was discounted by the Council in favour of the package of measures outlined in this FBC submission.

The overall objective, as set out in this FBC, is to fully build up the package of measures that will achieve compliance with the legal NO₂ limits in the most efficient and effective manner whilst also supporting the wider vision of the CCC for achieving sustainable economic growth and fitter, healthier, more prosperous communities within Coventry.

¹ Later increased to 33 local authorities

1.3. Policies and strategies

1.3.1. UK Government policy and strategy

In July 2017 the UK Government (Defra and DfT) published a plan² for tackling roadside NO₂ concentrations. In this report the UK Government set out its commitment to achieving a cleaner and healthier environment, with the aim of benefitting both people and the economy. The Government aims to improve air quality for people living and working in the UK, based on the understanding that poor air quality can also be harmful to the natural environment and to the economy.

Air pollution is the largest environmental risk to public health in the UK, and it is known to have disproportionate effects on vulnerable groups. In particular, poor air quality disproportionately affects the very old, the very young, and those with chronic conditions. It also has greater impacts on those who live, work or go to school in more deprived areas.

UK research has shown that NO₂ may increase the prevalence of respiratory infections in children. The European Commission believes that, in the UK alone, poor air quality is still responsible for more than 32,000 premature deaths every year.

Defra has made initial estimates that NO₂ contributes to shortening lives by an average of 5 months, which range from healthy individuals experiencing negligible effects to susceptible individuals whose poor health is seriously exacerbated by NO₂ pollution. The overall population burden is estimated to be equivalent to 23,500 deaths in the UK per year³.

Furthermore, data from the Public Health Outcomes Framework⁴ indicates that the 'under 75 mortality rates from respiratory disease', between 2014 and 2016, was 43.3 per 100,000 for Coventry and 33.8 per 100,000 for England. It is likely that the negative impacts of poor air quality in Coventry is likely to be a factor in the city having higher mortality rates than the national average for England.

The natural environment can also be damaged through high NO₂ concentrations, contributing to acidification and eutrophication, which can have an adverse impact on animals, plants and biodiversity. Economically, air pollution can increase social costs from lost working days, due to ill health caused by air-pollution related health problems.

Although nitrogen oxides fell by almost 70% between 1970 and 2015, poor air quality continues to be the largest environmental risk to public health in the UK⁵. Consequently, the Government has adopted legally binding national emission limits for air pollutants, with the aim of improving air quality. The Government's top priority is to reduce the NO₂ concentrations on and near roads, where higher NO₂ levels result from emissions from motor vehicles. Due to elevated levels of traffic and exposure on roads in urban areas, reducing air pollution in towns and cities is an important focus.

The Government aims to achieve the air pollution reduction in towns and cities through encouraging innovative vehicle solutions, such as electric vehicles, alongside ending the sale of conventional petrol and diesel cars and vans by 2040, as well as targeting behaviour change amongst communities, employers, education establishments and policy makers. The Government is currently committed to investing over £2.7 billion for air quality improvements and cleaner transport. Coventry has a good record in attracting Government funding for initiatives aimed at encouraging the increased use of low emission vehicles, as evidenced with the current programmes to install electric vehicle charging points across the city centre and within surrounding residential areas, as well as the joint project with National Express to upgrade engines on their older buses to achieve Euro V1 standard alongside the procurement of ten electric buses to operate within the city from August 2020. Funding has also been secured in partnership with Highways England to procure a fleet of electric vehicles (mainly vans) which will be made available as part of a try before you buy scheme to encourage local

² UK plan for tackling roadside nitrogen dioxide concentrations – July 2017

³ Air Quality, A Briefing for Directors of Public Health, March 2017, Defra and Public Health England

⁴ <https://fingertips.phe.org.uk/profile/public-health-outcomes-framework>

⁵ Air Quality, A Briefing for Directors of Public Health, March 2017, Defra and Public Health England

businesses to upgrade their fleet. The first tranche of these vehicles has been ordered and will come into operation in 2021.

1.3.2. Coventry City Council Local Plan

CCC's Local Plan (2017)⁶ states that the whole of Coventry is designated as an Air Quality Management Area and has been since 2009. A primary cause of the poor air quality in the Coventry urban area are emissions from road transport. The Local Plan sets out Coventry's vision to help re-establish itself as one of the country's top 10 cities.

The Local Plan identifies many issues, risks, strengths and benefits that Coventry is likely to face, which have been developed and considered through a range of evidence and consultation responses. The Local Plan therefore provides a range of policies that seek to build upon strengths and opportunities whilst reducing the risks and issues. One of the risks Coventry currently has is the need to improve air quality across the city and help combat climate change.

CCC is a partner of the Low Emissions Towns and Cities Programme (LETCP) and is working together with other West Midlands authorities to improve air quality and reduce emissions from road transport. This is alongside the emerging 'West Midlands Metropolitan Transport Emissions Framework' which sets out transport's role in tackling air quality issues and has proposed a range of policies. The intention is to do this by promoting the uptake of low emission fuels and technologies, establishing and sharing best practice policies, and developing various tools and resources. The objectives of the programme are to investigate and produce various regional strategies designed to improve air quality, with a view to meeting national air quality objectives.

Funded through the Defra Air Quality Grant, the aims of the LETCP and West Midlands Transport Emissions framework are to:

- Improve air quality through reducing road transport emissions, and simultaneously reducing carbon emissions;
- Establish best practice policies and measures for the West Midlands, creating transferable models for other towns and cities;
- Improve health; and
- Maximise opportunities for economic development through the transition to a green economy.

To support the improvement in the city's air quality, the Local Plan includes a policy for air quality. This states that major development schemes should promote a shift to the use of sustainable low emission transport (electric vehicles and vehicles that use biofuels) to minimise the impact of vehicle emissions on air quality. These development sites will be located to maximise accessibility by sustainable modes of transport, specifically public transport, walking and cycling. All major development proposals should be suitably planned to design out any adverse impacts on air quality and be in accordance with the West Midlands Transport Emissions Framework and associated policies.

Additionally, the policy sets out that major development proposals will require the submission of an air quality assessment, as they may lead to a significant deterioration in local air quality resulting in unacceptable effects on human health, local amenity or the natural environment.

1.3.3. Coventry City Council Area Action Plan

CCC has prepared an Area Action Plan⁷ (AAP) to help guide, inform and consider development proposals within Coventry City Centre.

The AAP sits alongside the Council's Local Plan, providing greater detail around the policies set out in the Local Plan. The AAP provides a framework, which has been produced to support how the city centre will develop over 15-20 years, through setting out a number of strategic principles to follow. It identifies areas of regeneration, heritage assets and areas for development opportunities.

⁶ Coventry City Council, Local Plan (adopted on the 6th December 2017)

⁷ Coventry City Council Area Action Plan (adopted by the City Council on the 6th December 2017)

The Local Plan identifies a specific policy area associated with promoting the health and wellbeing of Coventry people. In order to achieve this the policy sets out several aims, one of which is to combat poor air quality and other pollutants. The AAP also highlights the importance of air quality on the natural environment, and states that the city-wide AQMA will support this with a view to making the city centre a more pleasant and healthier environment within which to live and travel. It is noted that issues such as poor air quality can be amplified in city centres, due to higher density development, higher concentrations of vehicles and less greenspace.

The source of NO₂ is primarily from the burning of fossil fuels, with vehicle emissions and traffic congestion having significant impacts. CCC is aware that attention needs to be paid to new developments adjacent to the Ring Road or alongside concentrations of public transport stops, which if not designed in an appropriate way could have significant impacts on public health.

In addition to committing to reduce its current NO₂ levels, Coventry is also entering a period of significant redevelopment within its city centre, and therefore it is crucial that the creation of excessive dust and dirt during the construction processes are mitigated. Adhering to construction environmental management plans (CEMP) will help to moderate adverse impacts from development processes. CCC is also identifying opportunities for sustainable energy sources for city centre buildings, this will reduce the reliance on fossil fuels. A further priority for CCC is providing investment in low emission vehicles and infrastructure, whilst also increasing active travel.

1.4. History of Air Quality in Coventry

Coventry City covers 100 square kilometres and has a population of approximately 330,000 residents. The city is near several strategic road network links, including the M6, M69, M45 and M42 motorways and the A45 and A46 dual carriageways. Pollution from road traffic is a significant contributor to the overall air pollution within Coventry. Other emissions come from commercial, domestic and industrial processes. Coventry is a smoke control area, and it regulates 85 industrial processes under the Environmental Permitting regime (such as petrol stations and dry cleaners).

In 2009, CCC produced the first screening assessment, a review of the air quality monitoring carried out within the city area, which was updated every year up to and including 2015 to comply with local air quality management obligations under Part IV of the Environment Act 1995. This report showed that within the Coventry AQMA there are several areas where air quality standards are exceeded. It should also be noted that significant developments within the city are having direct and indirect impacts on air quality, due to the resulting fluctuations of traffic flows. Therefore, CCC have reviewed monitoring locations and have relocated diffusion tubes as required.

The 2015 Updating and Screening Assessment (USA) for CCC summarises the history of NO₂ concentrations between 1998 and 2014, and reports on how annual mean NO₂ concentrations compare to the national air quality objective. The key stages of the assessment include the following:

- In 1998, the main sources of air pollution were identified within CCC area. Following on from this base level information, CCC undertook monitoring of pollutant concentrations and provided a review and assessment of the monitoring data.
- An USA was undertaken, which identified two locations within Coventry that were assessed to be unlikely to achieve the annual mean air quality objective for NO₂, and in 2003 these areas were designated AQMAs.
- In addition to the USA, a Detailed Assessment was produced that predicted a further location was also unlikely to meet the NO₂ annual mean air quality objective. This was also designated as an AQMA in 2004.
- In 2005 local authorities had a deadline for achieving the annual mean air quality objective. However, in 2006 CCC produced another USA, which found that although the majority of pollutant levels in Coventry remained below the UK objectives, for NO₂, six more areas were found to be exceeding the UK annual mean air quality objective and needed Detailed Assessment.
- The Detailed Assessment was carried out and in 2007 and found that all six areas identified by the USA were exceeding the UK objective for annual mean NO₂. Consequently, Defra suggested aggregating the areas into a single AQMA. Following this, CCC consulted and determined to designate the whole of Coventry as an AQMA for annual mean NO₂. This was formally declared, becoming effective in late 2009.
- A Progress Report in 2010 indicated that there were still areas exceeding the NO₂ annual mean air quality objective.

- The Further Assessment produced in 2014 concluded that NO₂ levels in the city have not reduced and continued to exceed the national air quality objective, with exceedances primarily attributable to road traffic emissions.
- The Annual Status Report (2016, 2017 and 2018/9) indicate that NO₂ levels are generally on a downward trend, but in some locations, still in exceedance.

1.4.1. Air Quality Management Area

As outlined above, the whole of the Coventry urban area has been declared as an Air Quality Management Area (AQMA) for annual mean NO₂ since 2009. The reasoning behind declaring the entirety of Coventry is to avoid a situation where targeted action in one geographic area simply shifts the problem somewhere else.

There has been a significant amount of work in Coventry aimed at continuing to reduce traffic congestion, improving low emission vehicle infrastructure and encouraging more sustainable methods of transport, all of which will have a beneficial impact on air quality.

NO₂ is a significant air pollutant and a key issue within Coventry. This pollutant is primarily associated with road traffic emissions, particularly on busy roads or areas with significant congestion. The pollutant risk arises when people spend time near high levels of these pollutants. Such locations can include where people live, work or where they spend their leisure time, however CCC are most concerned with the air pollution experienced by people residing in housing near major arterial routes, where there are high traffic flows and queuing traffic (such as at junctions).

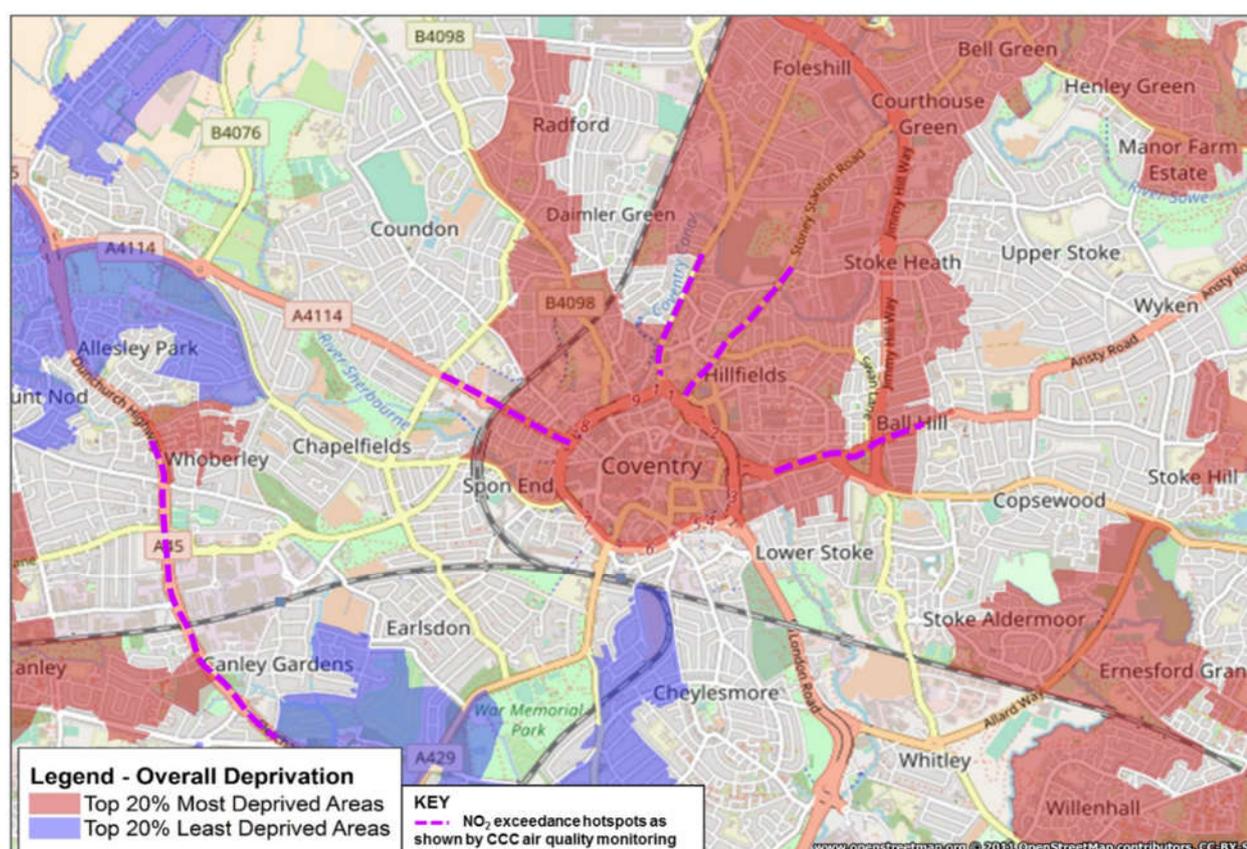
CCC has taken forward a number of measures in recent years in pursuit of reducing congestion, improving pedestrian/cycle routes to key destinations and improving local air quality. These measures include a broad range of initiatives, including car share schemes, promoting low emission vehicles through a variety of schemes including the installation of one of the most extensive networks of electric vehicle charging points outside London, promoting travel alternatives, improving public information, traffic management, cycle network infrastructure, cycle hire schemes, major investment in the improvement of city centre public realm, enhancement of the railway station, and improving vehicle fleet efficiency.

1.5. Key facts and figures (relevant to transport and air quality)

In Coventry, the main air quality issues identified to-date through the Local Air Quality Management (LAQM) process relate to residential properties that are located in close proximity to major arterial routes in the city, which experience high levels of congestion. Currently identified hotspots include sections of Holyhead Road, Walsgrave Road, Foleshill/Longford Road, Stoney Stanton Road and at certain junctions along the A45, as shown in Figure 1-3. **Error! Reference source not found.** These hotspots have been identified using air quality monitoring data in Coventry, including NO₂ diffusion tube monitoring as well as two continuous monitoring sites in Coventry, which form part of the Automatic Urban and Rural Network (AURN) operated by Defra; Coventry Allesley (an urban background site) and Coventry Binley Road (an urban traffic site).

The correlation between poor air quality and poor health is exacerbated, in the above-mentioned locations, as these locations are deprived parts of Coventry and people living in deprived areas are more susceptible to adverse impacts of poor air quality and poor health. **Error! Reference source not found.** shows that a significant percentage of the Coventry urban area is within the top 20% most deprived areas. Many of the NO₂ exceedance locations fall within the top 20% most deprived areas. Statistics on unemployment also show a similar story and a significant percentage of the Coventry urban area is within the top 20% for unemployed.

Figure 1-2 - Deprivation statistics for Coventry



Source: gov.uk (2015 deprivation statistics)

Furthermore, Defra has estimated annual mean NO₂ roadside concentrations, in 2017, using the Pollution Climate Mapping (PCM) model. The PCM model assesses national compliance with EU limit values and the baseline projections represent the projected concentrations of NO₂ assuming no further action beyond the air quality measures that were committed by the reference year (2015). Projections for concentrations of NO₂ and oxides of nitrogen (NO_x) across the UK in the years 2017 - 2030 inclusive, have been calculated as part of a PCM model for approximately 9,000 modelled road links. Measured annual mean NO₂ concentrations in 2017 from CCC monitoring, are shown in Figure 1-3 alongside estimated annual mean NO₂ roadside concentrations in 2017 from Defra's PCM model. This simple comparison suggests that:

- Along the section of Holyhead Road (A4114) immediately west of the ring road (A4053), measured annual mean NO₂ concentrations in 2017 (47.7 – 79.2 µg/m³) are substantially higher than the estimated annual mean roadside concentration from the PCM model (33.9 µg/m³). This section of road is heavily congested during peak hours and has a significant uphill gradient. Furthermore, the dispersion of pollutant emissions is (agreed with JAQU) thought likely to be inhibited by the presence of nearby buildings. These factors, which significantly influence both pollutant emissions and dispersion at this location, are not accounted for within the PCM model.
- Monitoring adjacent to the northern section of the ring road (A4053) began in 2017. The monitoring measured an annual mean NO₂ concentration of 48.5 µg/m³ to the northwest of the ring road, which is similar to PCM model projections.

Air pollution also results in damage to the natural environment. NO₂ contributes to acidification and eutrophication of soil and watercourses, which impacts on animal and plant life and biodiversity. It also contributes to local ozone production which has public health impacts and damages agricultural crops, forests and plants. Air pollution has social costs and risks the potential for economic growth. It also impacts upon people of working age which can have economic effects, for instance if they have to take days off work due to air pollution-related health problems. Poor air quality in the UK is estimated to have had a total cost of up to £2.7 billion, nationally, through its impact on productivity in 2012⁸.

Reducing the use of petrol and diesel vehicles through innovative transport technologies and increasing active travel uptake, will not only improve air quality but will also positively impact on other policies. For example, some estimates suggest that physical inactivity is associated with higher mortality rate than smoking.

This will also help reduce traffic congestion as more people walk, cycle or use public transport, and will improve the health of the public as people become more active, relieving pressure on the healthcare sector.

1.7. Spending objectives

The quality of air is important for public wellbeing and the environment. The impact of public exposure to particulate matter alone has been estimated to reduce average life expectancy by around 6 months, in the UK, which imposes a cost to public health of over £16 billion a year⁹. There is a considerable amount of work being undertaken by CCC that has the potential to improve air quality whether directly or indirectly.

1.7.1. UK Government spending commitments

The UK Government is committed to taking action against poor air quality in urban areas, and the Government is determined to be at the forefront of vehicle innovation by making motoring cleaner. The link between improving air quality and reducing carbon emissions is particularly important and the UK Government will continue to develop solutions which reduce NO₂ and carbon. The Government is already committed to investing over £2.7 billion overall in air quality and cleaner transport, including:

- £1 billion – Investing nearly £100 million in the UK's charging infrastructure and funding the Plug In Car and Plug In Van Grant Schemes.
- £290 million – National Productivity Investment Fund. In the Autumn Statement 2016, a further £290 million was committed for reducing transport emissions, which includes £60 million for new buses and £40 million for bus retrofits, £50 million for a Plug In Taxi programme and £80 million for ULEV charging infrastructure.
- £11 million – Air Quality Grant. The Government has awarded over £11 million under the Air Quality Grant scheme to help local authorities improve air quality.
- £89 million – Green Bus Fund. The UK Government has invested a total of almost £89 million via the Green Bus Fund to help bus companies and local authorities in England to put over 1,200 new low carbon buses on the roads.
- £27 million – Clean Bus Technology Fund and Clean Vehicle Technology Fund. Since 2013, Government has awarded over £27 million to retrofit almost 3,000 of the oldest vehicles (mainly buses) including through the Clean Bus Technology Fund and the Clean Vehicle Technology Fund.
- £1.2 billion – Cycling and walking. In April 2017, the UK Government published its Cycling and Walking Investment Strategy which identifies £1.2 billion which may be invested in cycling and walking from 2016-2021.
- £100 million – National road network. Through the Road Investment Strategy, the UK Government has allocated a ring-fenced £100 million for an Air Quality Fund available through to 2021 for Highways England to help improve air quality on its network.

In the 2016 Autumn Statement, the UK Government also committed an additional £4.7 billion to 2020-2021 for research and development. This includes a new Industrial Strategy Challenge Fund to support the development of innovative technologies.

In July 2018, the Government published The Road to Zero Strategy which set its ambition to see at least half of new cars to be ultra-low emission by 2030. The proposals are outlined in the Strategy which also sets out plans to enable a massive expansion of green infrastructure across the country, reduce emissions from the vehicles already on the UK's roads, and drive the uptake of zero emission cars, vans and trucks. The aims of

⁸ Improving air quality in the UK: tackling nitrogen dioxides in our towns and cities, May 2017, Defra and DfT

⁹ Valuing impacts on air quality, DEFRA, September 2015

this strategy will be met primarily through the design and manufacturing of zero emission vehicles and ending the sale of new conventional petrol and diesel cars and vans by 2040. The outcome is for all cars and vans to be effectively zero emission by 2040.

The recent Clean Air Strategy documents how the sources of air pollution will be tackled and provides a more coherent framework to confront air pollution than currently exists. This strategy will be underpinned by nationwide powers to control major sources of air pollution, and new local powers. In addition, it has been to public consultation allowing all interested parties to help shape the final strategy output.

1.7.2. Coventry City Council spending

Similar to some of the Government's investment priorities, CCC is working towards improving air quality and reducing road traffic emissions, through promoting uptake of low emission fuels and technologies, establishing and sharing best practice policies and developing various tools and resources.

Road schemes that commenced construction in 2013/14 ensured controls were put in place through the planning and construction process to limit and control emissions of dust and fumes. The schemes were designed to deliver improvements in terms of traffic flows, reducing congestion and improving air quality.

CCC is also improving walking and cycling accessibility, through ensuring these are considered in city developments. As part of the Coventry Station master plan, for example, a pedestrian tunnel has been incorporated into the design, this will create additional capacity in future and encourage more people to walk and use train services than drive. Improvements at the adjacent Ring Road junction have improved accessibility between the station and the city centre making it easier for pedestrians and cyclists to travel between the two.

Furthermore, CCC has continued the development of the Heatline District Energy System, which is an energy network that uses waste heat from the municipal waste incinerator to heat eight major buildings within the city centre, one of which is Coventry Cathedral. The scheme eliminates the need for gas boilers at these premises and makes full use of the waste heat using a 650m³ thermal store. Carbon savings are around 1,300 tonnes per year with NO_x and particulate matter emissions from connected premises being reduced to zero.

In addition, CCC has secured funding from the Government sources listed above to implement a number of initiatives aimed at future-proofing the local transport network to accommodate low emission vehicles. This includes the installation of 39 rapid charging points for electric vehicles across the city, focussed on locations where taxis are going to require top-up charging. This project was completed during 2020 and is intended to provide the charging infrastructure to make it easier for local taxi drivers to operate electric vehicles as well as providing visitors to the city with the opportunity to top-up vehicle charge whilst shopping, working, or making a leisure trip into the city. This work has been supplemented by CCC securing, to date, £1,038,362 grant funding from OLEV for the installation of around 292 electric vehicle charging points in on-street locations in residential areas around the city (190 have been installed with the remaining 102 due to be in place by March 2021). These areas are predominantly inner-city areas with limited off-street parking, and the charging points will remove one barrier to electric vehicle ownership for local residents.

The third specific strand of work relates to the upgrading of the engines of the main local bus fleet operated by National Express, Stagecoach and other companies, meaning that all buses operating within the city centre will be Euro VI or better by March 2021. In addition, a further £2.37 million in grant funding has been secured, with National Express, for the purchase of ten electric buses, which came into operation in the city in August 2020. These are complemented by the installation of solar panels on the bus depot roof to generate the electricity and of battery storage within the depot to feed the charge points. The buses, therefore, run on electricity that is generated on site. The Council has also submitted a joint bid with Warwickshire and the WMCA for All Electric Bus Town funding. If successful, this would see all buses operating in the city, including on key cross-boundary routes, be electric by 2024/25.

1.8. Evidence of the problems

The results of baseline air quality modelling undertaken to inform the OBC are summarised in Figure 1-4 and show the PCM links and key non-PCM link locations where an exceedance of the annual mean NO₂ EU limit value is modelled to occur in 2021, in the absence of any action. Furthermore, these results suggest that, in the absence of any action, the annual mean NO₂ EU limit value has the potential to continue to be exceeded going further forward into the future at certain locations, as shown in Appendix A.

These locations can be summarised as follows:

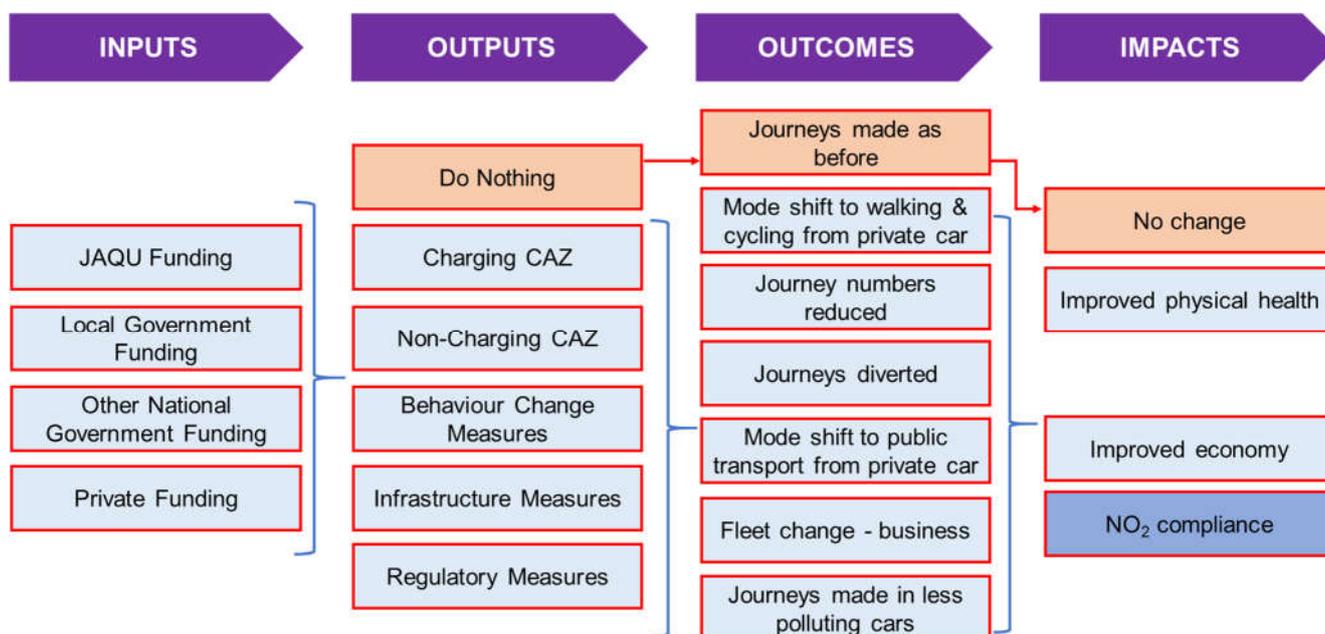
- PCM Link locations:
- 7647 (Holyhead Road), with compliance projected to be achieved in 2028; and

1.9. Theory of change and logic mapping for options

A logic map is a systematic and visual way of presenting the ‘theory of change’ underpinning a programme/policy; that is how expenditure and invested resources (inputs) generates activities (outputs) which are then expected to lead to changes in outcomes and impacts.

Figure 1-5 represents CCC’s overall vision for change and the likely outcomes and impacts as a result.

Figure 1-5 - Logic map to represent Coventry City Council's overarching vision of change



1.10. Engagement

1.10.1. Stakeholder Engagement

Engagement with stakeholders and the public has been a key part of developing the LAQAP for Coventry. Appendix C shows the stakeholder plan, and the main interactions with stakeholders throughout the various stages of business case development.

Consultation on the preferred option was undertaken in Spring 2020. This began on 16th March 2020 with an initial stakeholder meeting, with a number of further meetings and drop-in sessions planned throughout April as well as online engagement. Unfortunately, following the introduction of restrictions on face-to-face meetings resulting from the COVID-19 pandemic, these meetings and events were cancelled. Following advice from JAQU, the consultation continued as an on-line engagement and the consultation period was extended until the end of May 2020. A number of on-line events were also held which were well attended, whilst consultation responses were also received through an on-line questionnaire (LetsTalk). A detailed summary of the consultation process and the responses received is included in the Consultation Report Appendix D

302 people completed the online questionnaire and 28 emails were received with comments on the Action Plan.

People told us that they:

- Strongly believe that air quality in the city needs to be improved as quickly as possible
- Can see the health implications that poor air quality has on individuals
- Are keen to see pollution reduced and not moved from one area to another
- Believe that with the support of Coventry City Council, that behavioural change can be possible where residents move away from use of cars, and adopt active travel methods

1.10.1.1. Post FBC Engagement

As the preferred package of measures are taken through to delivery, there will be further engagement with key stakeholders and the local community on these individual measures. This will include statutory consultation (for example, on the Traffic Regulation Orders that will be required for changes to road layouts, parking restrictions and so on) and consultation on the detailed design of the individual schemes that comprise the package. The remaining phases of engagement are:

- Implementation
 - Formal consultation on individual measures through Traffic Order Regulations (TRO). Detailed consultation has already been undertaken in June / July 2020 for the Coundon cycleway, which was reported to the CCC Cabinet Member on 7th September 2020. Consultation on other schemes will commence as detailed designs are progressed, with indicative timescales for this shown in the detailed programme included elsewhere in the FBC.
 - Liaison with schools, residents and businesses through the works phases to minimise disruption.
 - Continued awareness raising of the works being planned, and any changes being made.
- Operational
 - Engagement package, encouraging people to find alternative ways to travel around the city, limiting the use of single occupancy car trips.

At this stage, the opportunity for the public and stakeholders to influence the package is limited, and relates to specific details identified through detailed design, rather than wholesale elements being changed/removed. Any substantive changes to scheme design or the package of measures that comprise the Local Plan Scheme arising from the detailed design consultations will, of course, be reported through the governance arrangements as set out elsewhere in the FBC.

1.11. The Case for Change

1.11.1. Primary Objective

The primary objective is to deliver a scheme that leads to compliance with NO₂ concentration legal limits in the shortest possible time, considering:

- Is this option likely to reduce the annual mean NO₂ concentration levels below 40µg/m³ for both primary and secondary receptors?
- In which year is compliance achieved?

1.11.2. Secondary Objective

The secondary objectives of the plan for NO₂ compliance within the shortest possible time are as follows:

- How does this option align with and support the strategic and wider air quality fit?
 - Does this option fit and or compliment other existing, Council wide, planned policies, particularly within the Local Plan? Including: - public realm, accessibility, culture, innovation and safer community
 - How does this option affect overall exposure and to what extent does it reduce overall exposure?
 - Does it improve health and wellbeing of residents and visitors, by reducing NO₂ emissions?
- Is there a well-developed supply side, who have the capacity and capability to deliver this option?
- Is this option affordable both in the short and long run?
- How achievable is this option given the existing market limitations and constraints?
- What is the overall distributional Impact of this option?
 - Does this option significantly affect one or more of particular groups of stakeholders, particularly vulnerable groups?
 - Does the option displace the air quality issues elsewhere, and particularly impact deprived areas and communities?
 - Is there a potential to insure some groups against the detrimental impacts of the option?
 - Does this option have an impact on health inequalities?
- Does this option improve the overall economy and job prospects within Coventry?
- Does this option provide value for money?

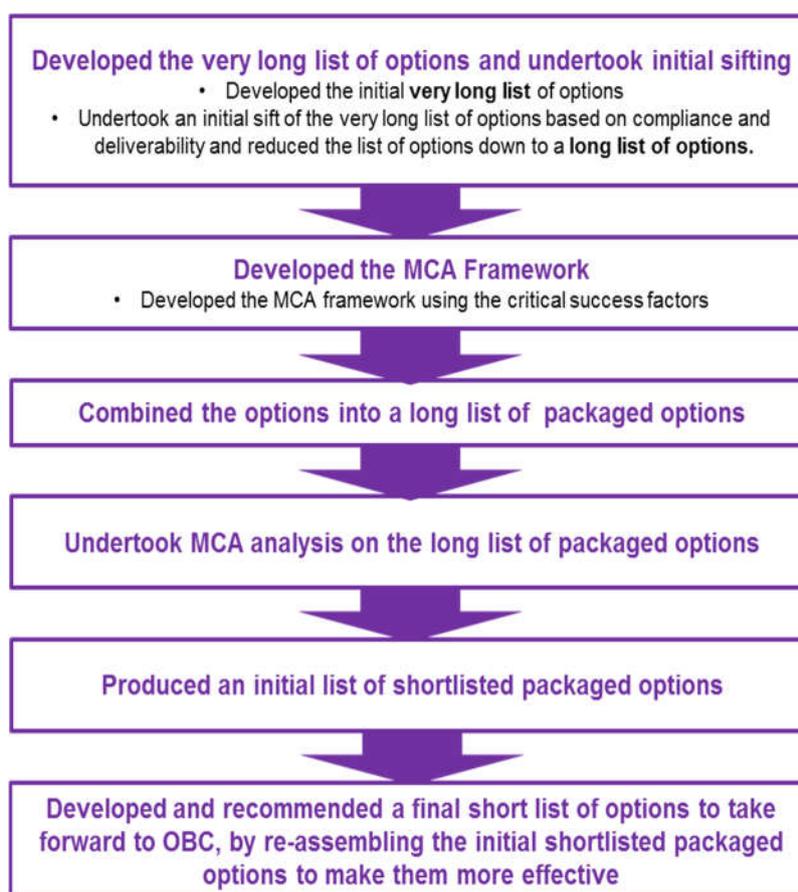
1.11.3. Identification of the Preferred Option

1.11.3.1. Shortlisting (SOC)

An initial option selection process was undertaken in the Strategic Outline Case (SOC), submitted to JAQU in March 2018, which identified a shortlist of measures including both charging and non-charging measures. The shortlist was developed assessing each of the potential options against a list of Critical Success Factors (CSFs) defined in accordance with guidance issued by JAQU.

The optioneering process took a long list of options at SOC stage and sifted them down to a shortlist to be taken forward for more detailed appraisal (described in detail in the Strategic Outline Case, March 2018). A multi-criteria framework (MCA, Appendix E) was applied to enable an assessment of the longlist of options against a range of key success factors and scheme requirements. Figure 1-6 shows an overview of the sifting process undertaken.

Figure 1-6 - Overview of the sifting process



1.11.3.2. Steps taken to determine final shortlisted options:

1. A MCA framework was developed using the primary and secondary critical success factors as guided by the Joint Air Quality Unit (JAQU) as well as key objectives as identified within the Coventry Local Plan. At SOC, each of the packaged options were scored against the MCA framework, with clearly recorded rationale and a shortlist of options was recommended to take forward to OBC stage. As part of this process, some of the options were re-packaged and combined to make them more effective at delivering reductions in annual mean NO₂ concentrations below the EU limit value. A detailed description of the MCA framework and methodology used through the SOC and OBC can be found in Appendix F.

1.11.3.3. Refinement from SOC to OBC:

1. The SOC assessment was based on interim air quality and traffic modelling. Updated observed information relating to fleet composition, traffic volumes and air quality were incorporated into the models for the OBC. The effectiveness of the interim shortlisted options was then tested through traffic and air quality modelling to determine the effectiveness in terms of achieving air quality improvements. The Clean Air Zone (CAZ D) charging option was shown to be the most effective charging mechanism in reducing NO₂ concentrations below the EU limit value in the shortest possible time. This option (DS2) was taken forward for detailed cost-benefit analysis as the benchmark option.
2. The challenge for CCC at the OBC stage was to identify a package of non charging measures that would perform as well, or better than the CAZ D option. An iterative process was adopted to develop the OBC preferred option that consisted of a package of measures – active travel interventions, taxi upgrade and bus retrofitting support, and road infrastructure improvements – that performed at least as well as the CAZ D option in achieving compliance in the shortest possible time.

1.11.3.4. Additional analysis undertaken between OBC and FBC

Following submission of the OBC, JAQU asked for further work to be undertaken to further refine the preferred option. This included scaling down some elements, reducing the area of the city that would benefit from AQ improvements. JAQU also confirmed that both PCM and secondary receptor exceedances needed to be resolved for compliance.

The links identified through the modelling as being in exceedance in 2021 (the Do Minimum scenario) are primarily the main radial routes leading into the city centre, and the ring road connecting these around the central area.

1.11.4. Ministerial Preferred Option

The revised preferred option submitted in September 2019, and approved in February 2020 comprised the package of measures described below.

- **Cycle infrastructure** - Construction of a high quality segregated cycle route to Coundon to encourage cycling in the city, remove local car journeys off the network, and ease pressure on air quality hotspots such as Holyhead Road;
- **Traffic management:** implementation of Dynamic Traffic Management through the use of pollution monitors and Variable Message Signing (VMS) to reroute traffic away from air quality hotspots and onto more suitable routes when required. The upgrade of all remaining outdated traffic signals along Allesley Old Road and Holyhead Road will enable partial network control and coordination. This will enable 'green wave' opportunities as well as ramp metering of traffic on a route. A right turn ban was also included for Cash's Lane where it meets Foleshill Road, to resolve the exceedance on Foleshill Road.
- **Mode shift:** A comprehensive package of travel planning initiatives for schools, businesses and communities close to Allesley Old Road and Holyhead Road to support a mode shift away from single person private car trips. This is an extension of the work already undertaken as part of the Early Measures programme;
- **Marketing and communications:** A comprehensive package of information and campaigns to underpin the mode shift opportunities and reinforce awareness of air quality issues and impacts focused on area impacted by mode shift.
- **Holyhead Road specific abatement**¹² - As previously noted, Holyhead Road has the largest current exceedance and therefore required specific treatment. This is mainly focused on the relocation of traffic and queuing away from the air quality hotspot, and comprised the following traffic management and infrastructure projects:
 - Peak time restrictions for Holyhead Road at J8;
 - Removal of the traffic signalled junction of Holyhead Road and Barras Lane;
 - Closure of Barras Lane which enables signals and right turn filter lane on Holyhead Road to be removed.
 - Opening up of Upper Hill Street onto the ring road slip road, retaining local access to Coundon.
 - Capacity improvements on the B4106 through Spon End (to allow for traffic transfer from Holyhead Road onto the Allesley Old Road route into the city from the west as part of the dynamic traffic management approach);
 - Upgrade of ring road J7 to further support additional traffic rerouting on the B4106 through J7 rather than J8 (Holyhead Road), and to enhance the walking and cycling routes from Spon End into the city centre, providing the capability to encourage more local journeys to be made on foot or by bike. This again is fundamental to supporting the dynamic traffic management approach on the western approaches to the city centre.

¹² It should be noted that alternative sources of funding are being sought for these infrastructure improvements, including an allocation of £5.8 million towards the Spon End scheme from the Transforming Cities Fund, which has been secured from the West Midlands Combined Authority.

1.11.4.1. Further refinement for FBC

Of all the elements in the preferred option, the restrictions on Holyhead Road at peak times had a large negative impact on the wider road network, as relatively few vehicles could use the route at peak times.

Further work has been undertaken that has identified that by replacing the peak time restrictions with a Low Emission Zone/street at the lower end of Holyhead Road would enable compliance to be achieved in the same timescales, but would have a reduced impact on traffic rerouting onto potentially unsuitable routes. As the LEZ prioritises cleaner vehicles, more traffic can remain on Holyhead Road whilst still achieving compliance.

Additional work also identified an alternative to the right turn ban at the Cash's Lane / Foleshill Road junction. A bus gate was modelled on Foleshill Road, just south of the A444 junction. This was found to deliver the desired outcome of encouraging through traffic on Foleshill Road to travel on the A444, but also had less impact on residential streets (in terms of rat running traffic).

This option was presented to, and approved by, the City Council's Cabinet on 20th July 2020 and forms the basis of this FBC submission. The preferred option is therefore Option DS13p, and the interventions are shown in Figure 1-7.

1.11.5. Option DS13p

The option has been developed to reduce the volume and flow of traffic at exceedance hot-spots by a combination of mitigation measures along Holyhead Rd, Spon End and Junction 7 on the inner ring road. Additionally, the package has been developed to promote active travel and mode shift to reduce the number of car trips in the city through intensive travel planning and with the provision of new high-quality cycling infrastructure. The flow of traffic is further improved through signal optimisation on Foleshill Road to reduce congestion and to lower emissions. The current evidence suggests that CCC can achieve compliance by 2021 by implementing this option.

Table 1-1 - Package of measures included in Option DS13p

Preferred option DS13p	Package of abatement measures
Road infrastructure improvements and Holyhead Road mitigation measure	Capacity improvements at B4101 Spon End/Hearsall Lane
	Redesign of Ring Road J7 (A4503 / B4101)
	Closure of Barras Lane between Coundon Road and A4114 Holyhead Road, allowing for removal of traffic signals (and allowing lane reduction due to removal of right turn filter lane on Holyhead Road)
	Low emission street/zone on the easternmost section of A4114 Holyhead Road
	Opening of Upper Hill Street allowing a left in / left out movement with the Inner Ring Road clockwise
	Bus gate on B4113 Foleshill Road south of the A444 and signal optimisation of Foleshill Road junction with the ring road (prioritising traffic flow on the ring road) encouraging through traffic onto the A444
Cycling Infrastructure	High quality cycle infrastructure along Coundon Road
Travel Planning	Personal Travel Planning: intensive engagement with households within the western part of the city generating travel demand along the Holyhead Road corridor
	Workplace Travel Planning: intensive engagement with employers generating significant travel movements along the Holyhead Road corridor
	School Travel Planning: intensive engagement with schools within the western part of the city generating travel demand in the Holyhead Road corridor
Traffic performance measures	Traffic signal optimisation and traffic signal technology upgrade
Marketing and Communications	Implementation of a targeted marketing and communications strategy

1.11.5.1. Road infrastructure improvements

Implement infrastructure and traffic management measures to significantly reduce vehicle trips and congestion along key exceedance hot-spot areas, notably on the A4114 Holyhead Road. As the forecast exceedances on Holyhead Road are not mitigated even by a CAZ D option, the strategy is to reduce traffic levels through a package of infrastructure improvements that will enable the diversion of traffic onto other more suitable routes, through the application of dynamic traffic management responded to traffic and air quality conditions, complemented by modal shift away from the car anticipated to be achieved through travel planning and cycle infrastructure which make up part of this option.

1.11.5.2. A4114 Holyhead Road mitigation measures

The proposed Low Emission Zone (LEZ) would be introduced on a short section of Holyhead Road, covering as a minimum the easternmost section between Barras Lane and the ring road at Junction 8. For the purposes of modelling, it is assumed that all non-compliant vehicles would re-route away from Holyhead Road due to the availability of alternative routes close by. Compliant vehicles are assumed to be Euro 4 or above for petrol vehicles, and Euro VI or above for diesel vehicles. Very limited exemptions will be included, mainly due to access arrangements or the lack of availability of a cleaner vehicle to upgrade to (e.g. rubbish collection wagons).

The legal basis for the LEZ is the Road Traffic Regulations Act 1984 and the 1995 Environment Act which allow for access restrictions in respect to the management of air quality. The responsible transport authority is Coventry City Council. A Traffic Regulation Order (TRO) is a direct access restriction that could be used to ban vehicles not meeting specific criteria (in this case exhaust emissions) from given streets. They can be set up like any other access restrictions to apply either 24 hours a day or at certain times of the day. In most cases TROs are enforced as stationary vehicle offences (e.g. contraventions of parking restrictions) by the local authority.

The current enforcement of TROs as a moving vehicle offence is only permissible by the police. However, there is provision in the Traffic Management Act 2004 (Part 6) for civil enforcement of traffic contraventions including moving vehicle offences. That said, these powers have not been fully enacted to allow local authorities outside London to enforce using ANPR. This is something the Department for Transport (part of JAQU) has the power to enable this on behalf of CCC.

The placing a TRO on the eastern section of the A4114 Holyhead Road prohibiting use of the road by vehicles not meeting the required emissions standards (essentially, Euro VI for diesel vehicles and Euro 4 for petrol vehicles) could therefore be implemented by the Council subject to securing the necessary approvals from the DfT.

1.11.5.3. Traffic performance measures

Take a more strategic approach to road works/improvements as well as the installation and updating of traffic control systems to facilitate the use of more intelligent programming, including the use of MOVA systems (using the STRATOS system developed by Siemens). This will include the introduction of traffic signal technology that links directly with traffic and air quality data on a real-time basis, and to Variable Message Sign (VMS) systems that will direct traffic onto the most suitable route into or out of the city depending on traffic and air quality conditions. Evidence detailed in CCC's 'Early Measures' bid indicates that more intelligent programming of traffic systems can reduce congestion by up to 4%. This measure would therefore have the potential to reduce NO₂ exceedances along key hotspot routes as current evidence indicates congestion issues along key routes.

1.11.5.4. Travel Planning

Implement intensive personal, workplace and school travel planning across the western side of the city. As we are aware private car trips are significant contributors on the ring road. Evidence from 'Early Measures' work indicates that effective travel planning can reduce a significant percentage of the car trips including 2.9% school trips, 4% of commuter trips and a further 4% of community car trips. Therefore, the potential positive impact of travel plans can be substantial as the existing mode share of car is large.

The measure would focus on encouraging mode shift from car to public transport, walk and cycle modes as well as encourage the use of low emission vehicles through car clubs and use of mobile technology.

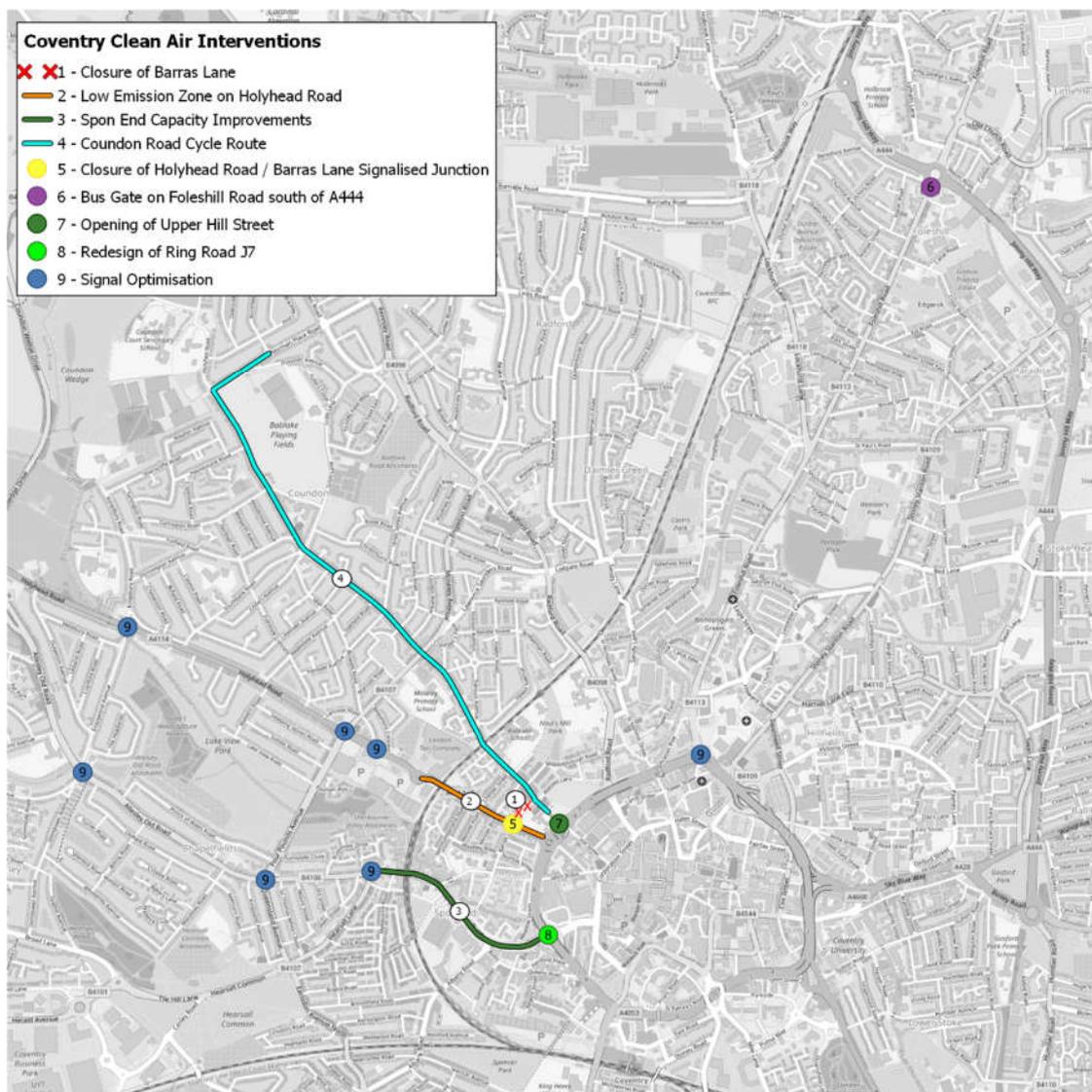
1.11.5.5. Cycling infrastructure

Implement a 'first class' cycling facility along Coundon Road, a fully segregated cycleway, including priority at junctions.

1.11.5.6. Marketing and communication

Implement a targeted marketing and communications strategy across the Coventry area, with a focus on the area affected by these measures, particularly during construction. This would include travel behaviour change and promote active travel modes, hence, complementing the other measures within this option. This measure would improve the effectiveness of all the measures in this option.

Figure 1-7 - Plan of Option DS13p Interventions



2. Economic Case

2.1. Introduction

The purpose of the Economic Case of the Full Business Case (FBC) is to present the economic appraisal the preferred option which optimises the value for money by considering the Net Present Value (NPV) of the scheme. The costs and benefits of the preferred option are assessed in detail. These are considered together with distributional analysis to assess the overall value for money of the preferred option.

Coventry City Council (CCC) is required to implement a Local Air Quality Action Plan (LAQAP) to deliver improvements to air quality in Coventry within the shortest time possible and to ensure that the city is compliant with national and international air quality targets. The LAQAP brings together local measures to deliver immediate action to improve air quality and health, with support for cities to grow, while delivering sustained reductions in pollution and a transition to a low emission economy. Where there are the most persistent pollution problems, this could be supported by targeted restrictions to encourage only the cleanest vehicles to operate in the city.

This Economic Case evaluates the preferred solution. Option DS13p, developed by CCC to reduce air pollution in Coventry, as approved by the Council's Cabinet on 20th July 2020.

2.2. Option Identification

The optioneering process took a long list of options at SOC stage and sifted them down to a shortlist to taken forward for more detailed appraisal (as described in s.1.11 of the Strategic Case chapter). As the primary objective is to achieve air quality compliance in the shortest possible time, only options that performed at least as well as the benchmark option (CAZ D) were taken forward for cost-benefit analysis at OBC stage. An iterative process was undertaken to develop a package of measures that was at least as effective as the CAZ D option in terms of compliance timescales. The final shortlisted options taken forward for detailed economic appraisal in the OBC consisted of a charging CAZ D option and an alternative option which comprises a package of non-charging measures. The package of non-charging measures was identified as the preferred option, which received approval (Option DS12a).

Since OBC approval the preferred option has been further refined and optimised in terms of air quality and traffic impacts. The refinement of the preferred option has been documented in the OBC Addendum (issued to JAQU in September 2019) and is explained in more detail in the Strategic Case. Therefore, this FBC presents the economic appraisal of the optimised preferred option, Option DS13p.

Do-Nothing

As per JAQU guidance, CCC are required to take forward a Do-Nothing option as part of the business case process and to measure the Do Something against. We have, therefore, used the current available information to understand the impacts of the Do-Nothing option on the NO₂ exceedances in Coventry. A Do-Nothing option will result in a number of locations not being compliant with NO₂ exceedance levels in the shortest possible time.

2.3. Economic Appraisal Methodology

2.3.1. Overview of approach and assumptions

This section provides an overview of our approach to the economic analysis. JAQU's Option Appraisal Guidance states that only shortlisted options that pass the Critical Success Factor and are likely to lead to compliance in the shortest possible time will be accepted. In this stage, the preferred option is taken forward for a detailed assessment of the costs and benefits, and determination of its economic value for money (VfM) and Distributional Impacts. Therefore, the appraisal below discusses net present value (NPV) figure for the preferred Option DS13p, consisting of a package of non-charging measures and road infrastructure improvements. The air quality modelling results show that Option DS13p achieves compliance in the shortest possible time.

JAQU have provided guidance regarding the economic appraisal of options to implement a Clean Air Plan. This provides a steer for many of the key data inputs and assumptions that have framed the analysis undertaken. The key documents that have provided this guidance include:

- Options Appraisal – Guidance (2017) (and preceding versions of this guidance)
- National data inputs for Local Economic Models (2017)

The analysis is also underpinned by the following general assumptions:

- Each impact associated with the option is assessed relative to a ‘do nothing’ baseline
- All impacts are presented in real terms with a Price Year of 2018
- A lifetime approach has been adopted (rather than an annualised approach) and all impacts are assessed over a 10-year appraisal period from 2021-30
- All impacts are discounted to 2018 applying Green Book discount factor of 3.5%

The methodology developed has been designed to be consistent with the JAQU guidance. However, in some cases we have sought additional steps and assumptions where the study team felt that additional approaches were warranted. The results of the economic appraisal are presented in the following sections.

2.3.2. Scope of economic impacts assessed

The economic analysis seeks to quantify and value as many of these impacts as possible given the time, resource and modelling methodologies available. The scope of impacts considered in this analysis are:

- Air quality emissions
- Greenhouse gas impacts
- Traffic flow and other impacts on transport users
- Fuel and operating cost impacts – indirect tax effect
- Cycling and active travel impacts
- Implementation costs

The general approach to calculating economic impacts is as follows:

$$\text{Total Economic Impact} = \text{Volume} \times \text{Unit Economic Value}$$

For example, in the case of air pollutant emissions, volume can be tonnes of NOx and associated economic values are damage costs per tonne of NOx. In the case of traffic impacts, values of time are applied to changes in journey times. This framework allows us to present our calculations in the format given in Table 2-1.

Table 2-1 - Key calculations and data sources

Impact.	Volume	Unit of economic value
Air Quality Emissions	Output of air quality modelling for each option, utilising the Emission factor Toolkit	PM2.5 and NOx damage costs provided by JAQU
GHG Emissions	Combining numbers of vehicles upgraded, average vkm travelled per annum with average emissions factors per km travelled	BEIS ¹³ Carbon Prices
Traffic flow and other transport user impacts	Outputs from transport models for each option	Values of time and operating costs provided by WebTAG databook (July 2020 v1.13.1)
Fuel and operating cost impacts – indirect tax impacts	Traffic flow related changes – outputs from transport model for each option	Vehicle operating costs, fuel prices and indirect taxation rates from WebTAG Fuel consumption rates from JAQU CO2 emissions rates. Fuel prices provided by BEIS and indirect taxation rates from WebTAG

¹³ Dept. for Business, Energy and Industrial Strategy

Cycling and active travel	Estimates of the number of additional cycling trips and the number of existing trips experiencing improved journey quality	DfT Active Mode Toolkit valuations of health, absenteeism and journey quality benefits of increased and improved cycling
Implementation Costs	Labour and equipment required	Unit costs for labour, monitoring equipment etc

2.4. Results of Cost Benefit Analysis

The results of the economic analysis are presented below.

2.4.1. Air Quality Impacts

The impact on affected populations by a change in NOx and PM emissions as a result of the implementing the options. Calculating the economic impact is dependent on the output of air quality and transport models which provide air quality outputs for the baseline and the two options for NOx and PM2.5. The marginal impact on air pollution of each option has been calculated (in tonnes of pollutant) and combined with the air pollution damage costs provided by JAQU, which convert emissions into monetised health impacts to estimate the total benefit (in damage costs saved) for each option.

The monetised impact of the change in air quality is presented in Table 2-2. It is estimated that the Option DS13p will generate a benefit of £2.8million over the ten year appraisal period.

Table 2-2 - Monetised Air Quality Impacts

Impact	Option DS13p
Cumulative difference in NOx emissions 2021-2030 (tonnes)	-268
NOx damage costs 2021-2030 (£/tonne)	£7,321 - £8,749
NOx change (£000s)	1,655
Cumulative difference in PM emissions 2021-2030 (tonnes)	-10.35
PM damage costs (£/tonne)	£131,275 - £156,886
PM change (£000s)	£1,145
Aggregate PV of air quality impacts (£000s)	£2,799

(Cumulative discounted impact (PV) from 2021-30, 2018 prices, discounted to 2018, £000s)

2.4.2. Greenhouse Gas Impacts

The non-charging measures and select road infrastructure improvements to improve traffic flows and change travel behaviours will have an impact of Greenhouse Gas emissions, particularly CO2. Option DS13p will affect the number of vehicle journeys by encouraging mode shift to active modes and smooth the flow of traffic in key exceedance hotspots. This will have an impact on fuel consumption and in turn on the emissions of GHG's. The marginal impact of each option has been calculated for upgraded vehicles and for the resulting number of vehicle kilometres and then valued using BEIS carbon prices as specified by JAQU.

The monetised impact of the change in GHGs presented in Table 2-3. It is estimated that the Option DS13p will generate a benefit of £205,000 over the ten year appraisal period.

Table 2-3 - Monetised GHG Impacts

Impact	Option DS13p
Cumulative difference in CO2 emissions 2021-2030 (tonnes)	-3,628
BEIS Carbon Prices 2021-2030 (£/tonne)	£70 - £81
GHG impacts (£000s)	£205

(Cumulative discounted impact (PV) from 2021-30, 2018 prices, discounted to 2018, £000s)

2.4.3. Traffic Flow Impacts and Other Transport User Benefits

Road infrastructure improvements can lead to changes in traffic flows and congestion within and around the key exceedance hotspot areas. Travel times and vehicle operating costs will be affected by the changes in traffic flows. Trip and trip time data was provided from the transport model. DfT's WebTAG guidance has been applied to monetise the impact on journey times and vehicle operating costs. These impacts are reflected in journey times and vehicle operating costs to the user. DfT's Transport User Benefits Assessment (TUBA) software has been used to assess the impact on transport economic efficiency (TEE).

The monetised impacts of the options on traffic flows and the subsequent costs and benefits experienced by transport users is presented in Table 2-4. Option DS13p generates a benefit of £12million.

Table 2-4 - Transport User Benefits (TUBA) ¹⁴

Impact	Option DS13p (£000)
Transport User Impacts (£000s)	£12,063

Notes: +ve values denote a benefit; -ve values denote a dis-benefit; (Cumulative discounted impact (PV) from 2021-30, 2018 prices, discounted to 2018, £000s)

2.4.4. Fuel and Operating Cost Impacts – Indirect Tax

Option DS13p will cause changes to the fuel and operating costs experienced by drivers in Coventry as a result of changes in traffic volumes and conditions resulting from the measures. The impact of changes in traffic conditions and rerouting on fuel and operating costs for transport users are captured in the TUBA assessments of traffic flow and other transport user impacts for each option, as reported in the previous section.

In addition to the implications for transport users, changes in fuel expenditure impact on the indirect tax revenue received by government, particularly due to change in fuel duty receipts. The indirect tax impacts of fuel and operating cost changes associated with changes in traffic conditions and rerouting were estimated through the TUBA assessment for each option.

The indirect tax impacts of Option DS13p are presented in Table 2-5. It is estimated that Option DS13p will result in a net tax loss of £1.8million to the exchequer.

Table 2-5 - Fuel Change and Operating Cost Impacts

Impact	Option DS13p (£000)
Indirect tax loss due to changes in traffic volumes and conditions	-£1,843

(Cumulative discounted impact (PV) from 2021-30, 2018 prices, discounted to 2018, £000s)

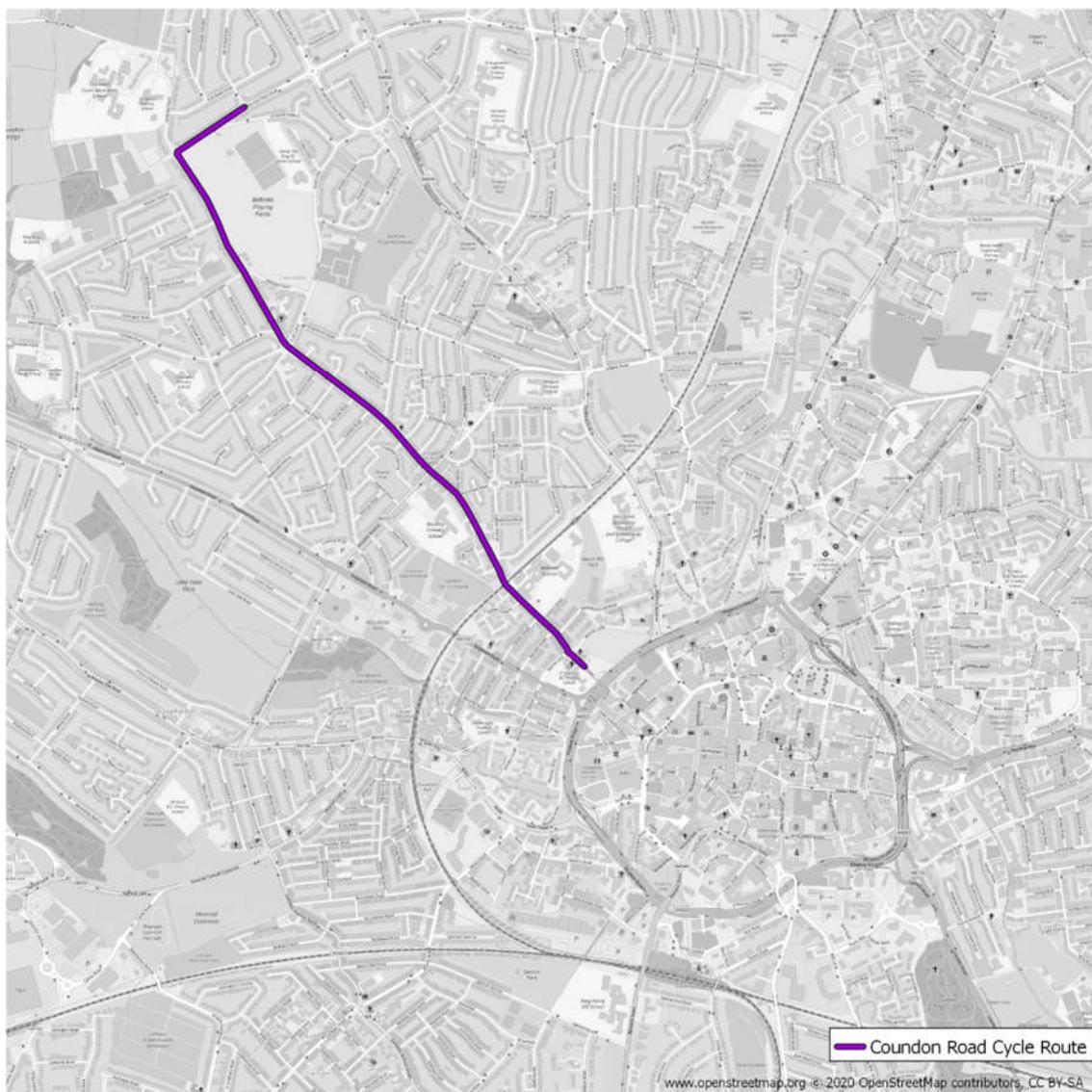
¹⁴ These results are based on traffic modelling outputs and use data generated from the CASM Transport Model as inputs to assess the economic impacts.

2.4.5. Cycling Impacts

As part of Option DS13p, significant improvements will be made to the cycling infrastructure along Coundon Road where a new high quality cycle route will be implemented to encourage mode shift to more sustainable modes. Extensive personal, workplace and school travel planning will be rolled out across the Coventry area. This will provide support for active travel and aim to reduce the number of car trips by promoting alternatives such as car sharing and public transport. Travel planning will complement the provision of cycling infrastructure enhancing the take up by new cyclists.

The proposed cycling route (purple route from Coundon, approximately 3.7km in length) is indicated in Figure 2-1.

Figure 2-1 – Proposed Coundon Road Cycling Route



It is forecast that Option DS13p will increase the number of new cyclists and reduce the number of vehicle trips as a result of the construction of the Coundon Cycle Route, and the resulting economic impact of reducing vehicle trips has been estimated from the traffic modelling. Benefits arising from the reduction in car trips are captured within the TUBA assessment (as described above). To avoid double counting, only the additional impacts on health, absenteeism, fewer accidents and enhanced journey quality are included here. The DfT's Active Travel toolkit, incorporating assumptions from the Health Economic Assessment Tool (HEAT), was used to estimate these impacts.

The economic impact for cyclists of implementing the Coundon Cycle Route is presented in Table 2-6. It is estimated that the cycling component of Option DS13p will result in a benefit of £1million, with the majority of these benefits resulting from health impacts (c£670 thousand).

Table 2-6 - Cycling Impacts

Impact	Option DS13p (£000)
Journey Quality	£201
Physical Activity	£670
Absenteeism	£170
Accidents	£4
PV of cycling benefits (£000s)	£1,045

(Cumulative discounted impact (PV) from 2021-30, 2018 prices, discounted to 2018, £000s)

2.4.6. Implementation and Operating Costs

For Option DS13p, costs are associated with implementing the road and cycling infrastructure improvements, travel planning, the traffic signal technology upgrade and traffic management measures. These costs are drawn from estimates developed for the Financial Case, which presents the costs in more detail. Capital and operating costs for Option DS13p are £24.8million (PVC)¹⁵ in appraisal terms over the ten year appraisal period.

Table 2-7 - Capital and Operating Costs

Cost component	Option DS13p (£000)
Total cost (PVC)	£24,776

(Cumulative discounted impact (PV) from 2021-30, 2018 market prices, discounted to 2018, £000s)

2.4.7. Net Present Value

By combining the costs and benefits we have the overall net present value (NPV) of the option. The NPV of Option DS13p is -£10.5million (Table 2-8). The costs and benefits of each option are shown in more detail graphically in Figure 2-2 and Table 2-8.

The costs outweigh the benefits, which is not surprising given the focus of the scheme is to improve air quality. Improvements to the road layout, traffic management and specific interventions designed to target high exceedance areas make up a large part of the costs for Option DS13p. The cycling infrastructure is also a sizeable component. It should be noted that there are also 'hidden' costs to the NHS of poor health due to AQ that are not captured here.

Positive transport user benefits and additional health benefits resulting from mode shift to active modes combine to give an overall positive economic benefit for Option DS13p.

Table 2-8 - Option DS13p Net Present Value

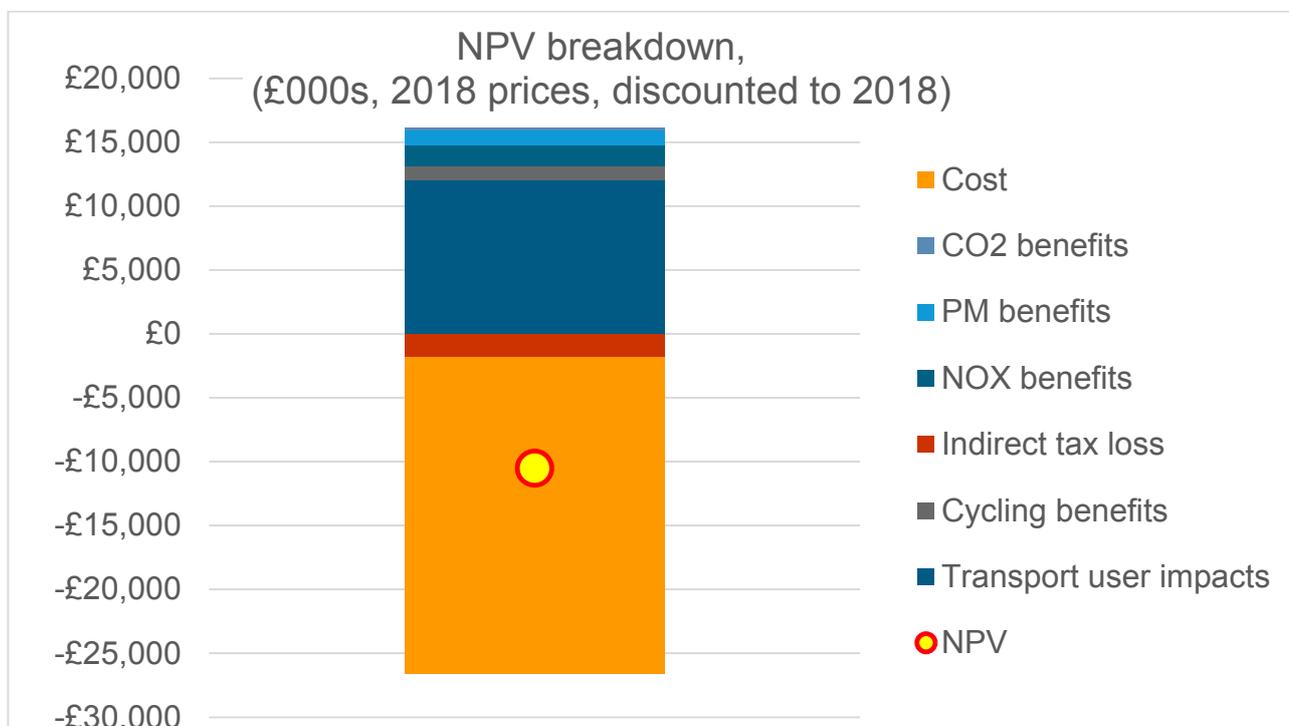
Impact	Option DS13p (£000)
Impacts on transport users (<i>including traffic impacts and associated indirect tax impacts</i>)	£10,220
Benefits from increased cycling	£1,045
Air quality and CO2 benefits	£3,004

¹⁵ The difference from the costs presented in the Financial Case are because of discounting, rebasing and are in market values.

Implementation Costs	-£24,776
NPV (£000s)	-£10,506

Notes: +ve values denote a benefit; -ve values denote a dis-benefit
(£000s, cumulative discounted impact (PV) from 2021-30, 2018 prices, discounted to 2018)

Figure 2-2 - Option DS13p Net Present Value by Component



2.5. Distributional Analysis

Distributional impacts (DIs) consider the variance of transport intervention impacts across different social groups. The analysis of DIs is mandatory in the appraisal process and undertaken in accordance with WebTAG guidance Unit A4.2 and JAQU guidance for Distributional and Equalities Impact Analysis. Both beneficial and /or adverse DIs of transport interventions are considered, along with the identification of social groups likely to be affected.

The DI process involves three stages: Screening; DI Assessment; and Appraisal of Impacts, as outlined in Table 2-9.

Table 2-9 - Distributional Impact Assessment process

Stage		Description	Output
Screening	1	Identification of likely impacts for each indicator	Screening Proforma
Full appraisal	2	Assessment: <ul style="list-style-type: none"> Confirmation of the area impacted by the transport intervention (impact area) Identification of social groups in the impact area (such as transport users, people living in those areas affected by the scheme) Identification of amenities in the impact area 	DIs social groups statistics and amenities affected within the impact area
	3	Appraisal of impacts: <ul style="list-style-type: none"> Core analysis of the impacts (including providing an assessment score for each 	Appraisal tables

		<p>indicator based on a seven-point scale – large beneficial to large adverse)</p> <ul style="list-style-type: none"> • large beneficial (✓✓✓) • moderate beneficial (✓✓) • slight beneficial (✓) • neutral (0) • slight adverse (*) • moderate adverse (**) • large adverse (***) 	
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Step 1 consists on a screening exercise that should be undertaken in order to identify whether a full appraisal is required. In order to ensure a proportionate approach, the analysis is carried out for each of the following eight distributional impact indicators:

- User Benefits;
- Air Quality;
- Noise;
- Personal Security;
- Severance;
- Accessibility;
- Personal Affordability; and
- Accidents.

The three stages have been undertaken in full as part of the DI assessment. The screening determined that each of the eight indicators were likely to be impacted as a result of Option DS13p and therefore require a full appraisal.

The appraisal considered the effect of each of the measures set out in Option DS13p, which are listed earlier in this report.

The assessment stage of the DI report used socio-demographic mapping to determine areas with high proportions of vulnerable groups and amenities in the impact area. This mapping is included in Distributional Impacts Report.

2.5.1. Appraisal – Air quality

Air quality modelling was undertaken for an agreed core area to determine the change in NO_x emissions for road links as a result of Option DS13p¹⁶. Analysis of the air quality modelling results was undertaken for the scheme to determine the distribution of benefits for each income quintile and for children. Links with greater than 10% change in NO_x emissions, income quintiles, schools and locations with high proportions of children are shown in Figure 2-3 and Figure 2-4.

¹⁶ The Air Quality Monitoring Reports provide a detailed explanation of the modelling methods.

Figure 2-3 - Links with greater than 10% change in NOx emissions and income quintiles by LSOA

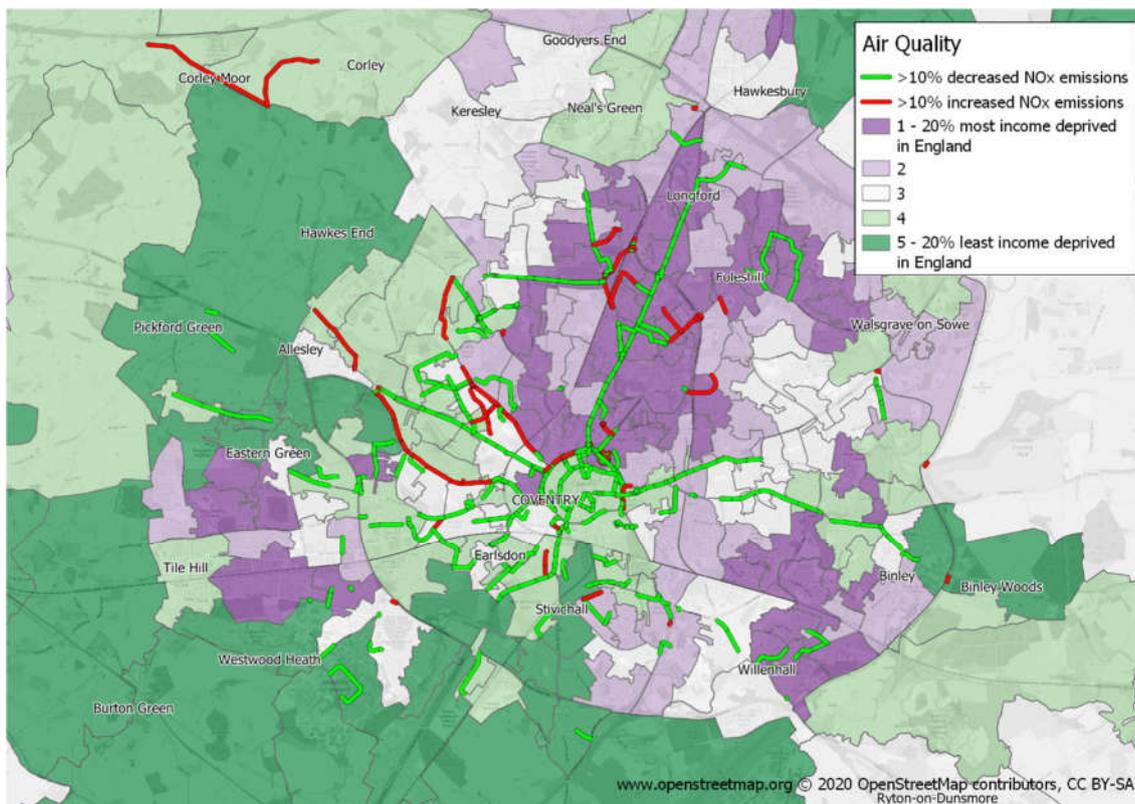
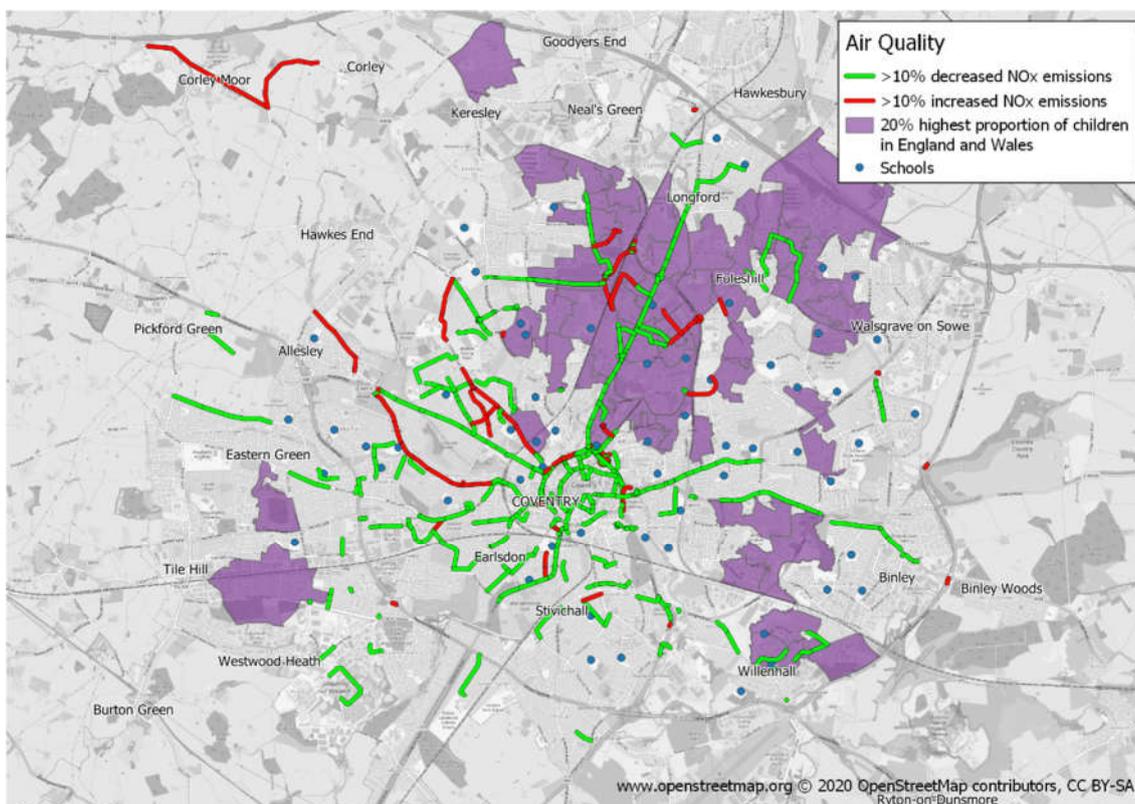


Figure 2-4 - Links with greater than 10% change in NOx emissions, LSOAs with high proportions of children and locations of schools



There are more links with greater than 10% decreased NOx emissions than links with greater than 10% increased NOx emissions caused by the scheme. The DI analysis considered the locations of these links as well as the income quintiles of LSOAs in the impact area and areas with high proportions of children and the locations of schools. This analysis showed that for each income quintile and in areas with schools and high proportions of children there are a greater number of links with greater than 10% decreased NOx emissions than greater than 10% increased NOx emissions. Therefore, there are beneficial impacts to air quality for each income quintile and children overall. Within income quintiles 1 and 4 and LSOAs with high proportions of children there are also several links with greater than 50% decreased NOx emissions. There are also several schools within the impact area with expected beneficial impacts to air quality. Therefore, there is a large beneficial air quality impact for children and income quintiles 1 and 4.

There are more links with decreased NOx emissions than increased NOx emissions within income quintiles 2 and 3. However, there are few links with greater than 50% change in NOx emissions within these income quintiles. Therefore, there is a moderate beneficial impact to air quality for income quintiles 2 and 3. There are also more links with decreased NOx emissions than increased NOx emissions within income quintile 5. However, there is below average proportion of this income group within the impact area and few links with greater than 10% change in NOx emissions within income quintile 5. Therefore, there is a slight beneficial impact to air quality for income quintile 5.

2.5.1.1. Summary assessment

The distribution of benefits across each income quintile and for children is shown in Table 2-10.

Table 2-10 - Summary assessment for air quality

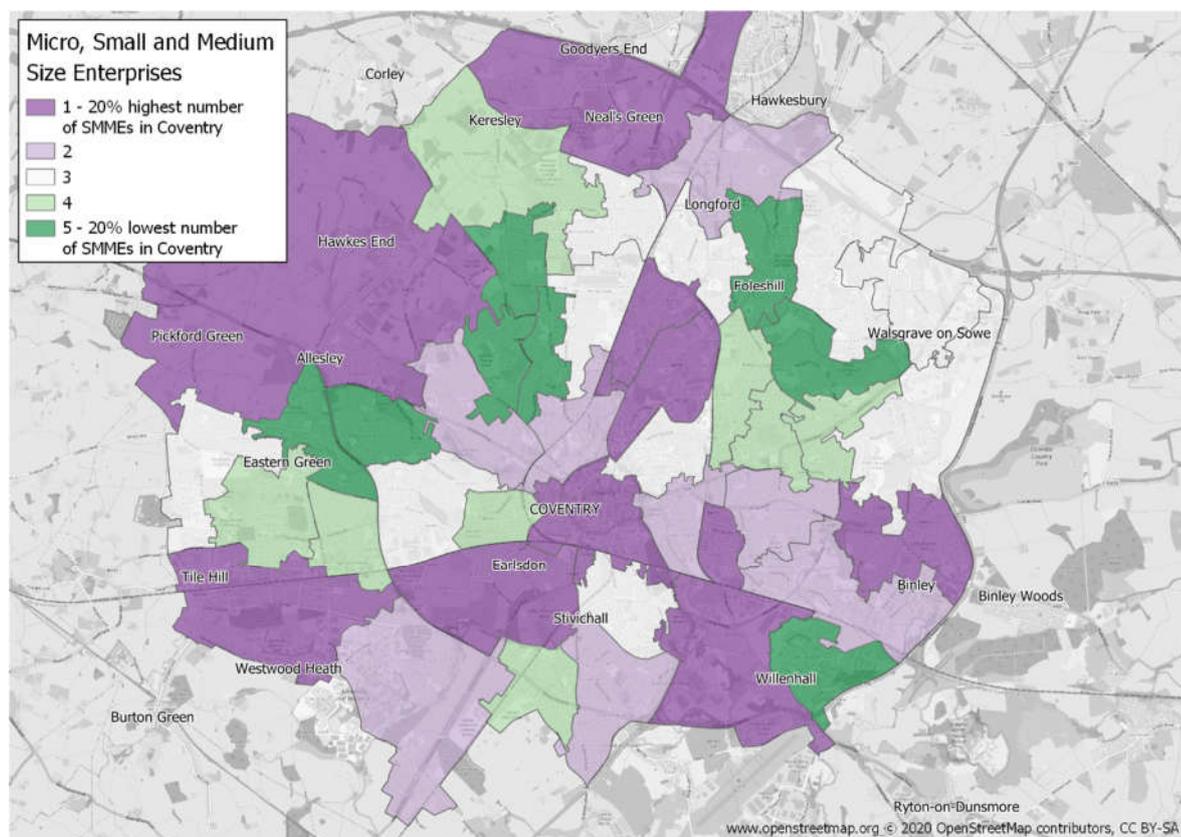
Option	Income Quintile 1	Income Quintile 2	Income Quintile 3	Income Quintile 4	Income Quintile 5	Children	Are impacts evenly distributed?	Key impacts
DS13p	✓✓✓	✓✓	✓✓	✓✓✓	✓	✓✓✓	No	While there are beneficial impacts to air quality for all income quintiles and for children the magnitude of benefit ranges from slight to large, based on the location of links with change in NO _x emissions.

2.5.2. Appraisal – Affordability for businesses

This affordability assessment for businesses has been carried out qualitatively based on the knowledge of the distribution of businesses within the area and where there are a high number of micro, small and medium enterprises (SMMEs).

Figure 2-5 shows the distribution of SMMEs within Coventry. There is a high number of SMMEs around Tile Hill, within Coventry City Centre and to the south of Coventry City Centre. The TUBA assessment showed an overall affordability impact for LGV and HGV business trips within Coventry of over £1.1 million disbenefit. Over 65% of the disbenefits occur within LSOAs with the 20% highest number of SMMEs within Coventry. Therefore, there is an adverse impact for SMMEs within Coventry caused by an increase in the cost of travel for LGV and HGV business trips (cost of travel due to slightly longer journeys due to restrictions on Holyhead Road and Foleshill Road).

Figure 2-5 - Quintiles showing the distribution of micro, small and medium businesses within Coventry



2.5.2.1. Summary assessment

The business affordability disbenefits outweigh the affordability benefits across Coventry. Therefore, there are adverse impacts to SMMEs expected as a result of option DS13p. Within areas with the 20% highest number of SMMEs in Coventry (over 5,000 SMMES) there are over 65% of the business affordability disbenefits. Therefore, there are large adverse impacts to affordability for businesses in these areas. Overall, there are expected adverse impacts to affordability for SMMEs within Coventry. Since the majority of disbenefits occur within areas with the highest number of SMMEs, the overall affordability impact is considered **large adverse**.

2.5.3. Appraisal – Affordability for households

The affordability impacts take into account vehicle operating costs, public transport costs, parking charges, and toll charges. The assessment assumes that non-compliant vehicles will avoid the Holyhead Road restriction. The assessment for households considered all modelled modes and has been carried out for home-based commuting and other trips. Only trips within, to or from a 'core' assessment area which covers Coventry and the wider area are calculated using 10-year appraisal TUBA outputs, which in turn take data from the CASM model.

Table 2-11 shows the overall impacts as a result of Option DS13p based on the 10-year TUBA outputs. An overall assessment has been calculated by understanding whether there are overall benefits or disbenefits and then comparing the proportion of benefits/disbenefits to the overall proportion of the population in that income quintile¹⁷, quintile 1 being the 20% most income deprived residents and quintile 5 the 20% least deprived.

The scheme shows overall beneficial impacts as a result of the scheme, as shown in Section 2.8 of the Distributional Impact Assessment. However, the affordability disbenefits outweigh the beneficial impacts within income quintile 1 (most income deprived). This may be caused by vehicles rerouting due to the bus gate on Foleshill Road, to avoid the restriction on Holyhead Road or due to the closure of Barras Lane. This may lead to increased travel distances and hence increased vehicle operating costs. Furthermore, increased vehicle

¹⁷ A component of the Index of Multiple Deprivation (DCLG, English Indices of Deprivation 2019) specific to income deprivation was used to determine the average income deprivation of each LSOA in England and Wales. These were split into quintiles, quintile 1 having the 20% most income deprived LSOAs and quintile 5 the 20% least income deprived LSOAs.

speeds may occur due to capacity improvements in several locations. In some instances, increased vehicle speeds can increase fuel consumption and hence increase vehicle operating costs. Almost 45% of the disbenefits occur within income quintile 1, which is greater than 5% of the proportion of the population in this income quintile. There are overall beneficial impacts to affordability for income quintiles 2-5 that range from slight to large.

Table 2-11 - Total affordability impacts across all income quintiles

	Income Quintile				
	Quintile 1	Quintile 2	Quintile 3	Quintile 4	Quintile 5
Assessment	Large Adverse	Moderate Beneficial	Large Beneficial	Moderate Beneficial	Slight Beneficial

2.5.3.1. Summary Assessment

Option DS13p has beneficial affordability impacts for income quintiles 2-5, but a large adverse impact for income quintile 1. Since there is a large adverse impact for the most income deprived residents, but beneficial impacts otherwise, the overall affordability impact for households is **slight adverse**.

The main affordability disbenefits are expected as a result of vehicles rerouting to avoid the Low Emission Zone on Holyhead Road and the closure of Barras Lane. This may result in increased trip distances and hence increased fuel consumption. In addition, increased capacity in some locations may decrease congestion and hence increase vehicle speeds, leading to increased fuel consumption in some instances.

2.5.4. Appraisal – Traffic impacts: Noise

Changes in traffic flow have been used as a proxy for changes in noise levels within Coventry. A qualitative assessment was undertaken based on AADT data showing the changes in traffic flow with greater than 25% increase or 20% decrease on a link by link basis within the study area. The noise assessment considered the impact to each income quintile and children.

Links with a significant change in traffic flow for the noise assessment as well as the income quintiles of LSOAs and areas with high proportions of children and schools are shown in Figure 2-6 and Figure 2-7. Analysis of the traffic flow data showed that there are several links with increased traffic flow greater than 25% and decreased traffic flow greater than 20%. Within income quintile 3 there are a greater number of links with increased traffic flow than decreased traffic flow and hence there is an adverse impact to noise for these income quintiles. Conversely, within income quintile 4, there is a greater overall decreased traffic flow than increased traffic flow. Within income quintiles 1, 2 and 5 and areas within high proportions of children and schools the impacts are expected to be largely similar.

Figure 2-6 - Changes in traffic flow for the noise assessment and the income quintiles of LSOAs

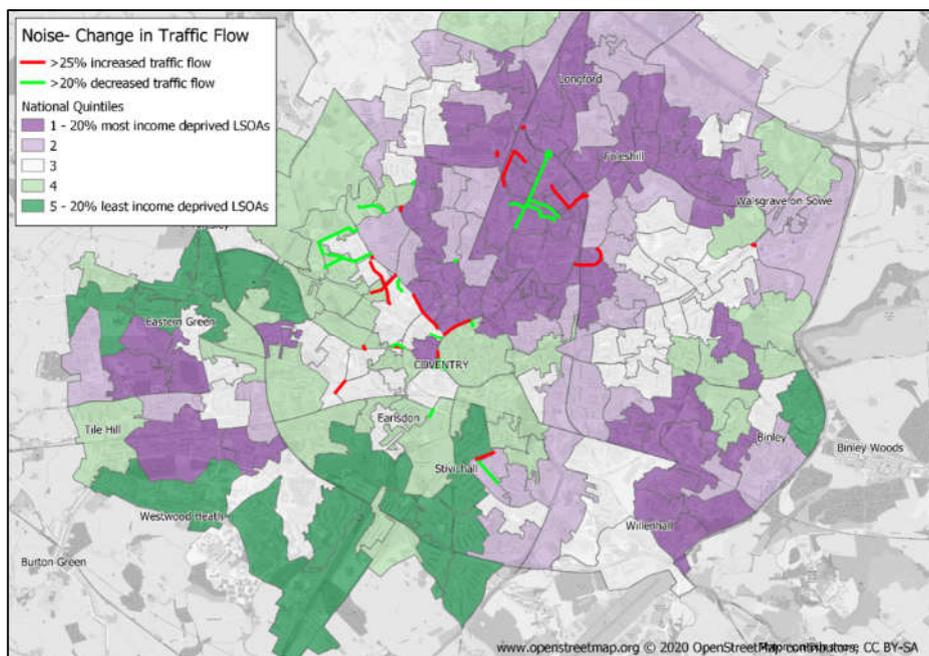
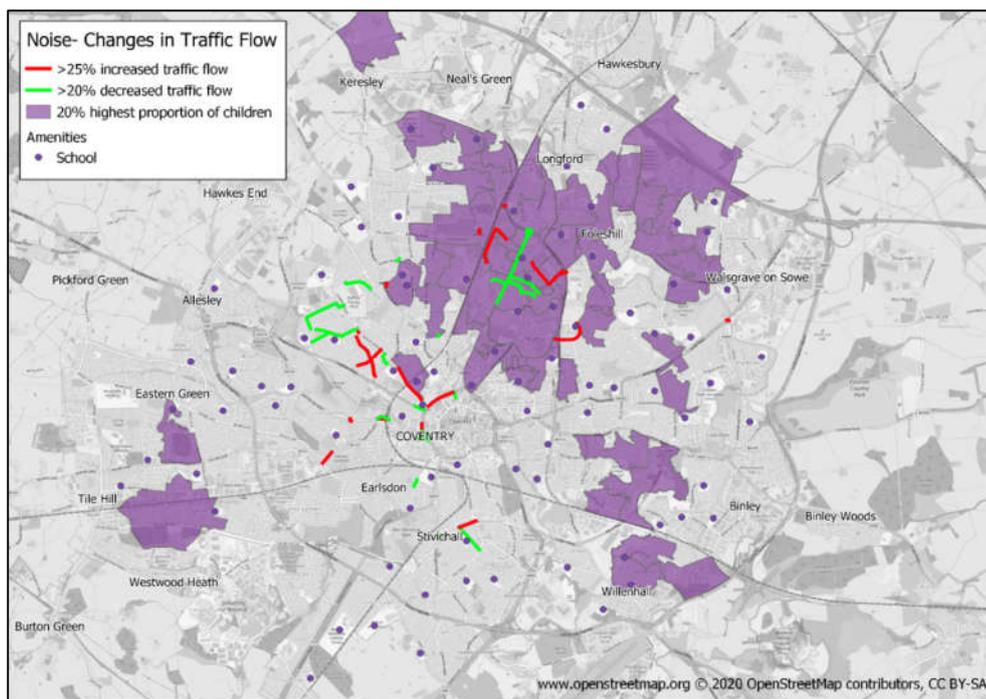


Figure 2-7 - Changes in traffic flow for the noise assessment and LSOAs with highest proportion of children and schools



2.5.4.1. Summary assessment

For the noise assessment, the location of the changes in traffic flow were compared with LSOAs belonging to each income quintile and LSOAs with high proportions of children to determine if there is a significant change in traffic flow in any of these areas. This qualitative analysis showed that there is a slight beneficial impact for income quintile 4, a slight adverse impact for income quintile 3 and a neutral impact for income quintiles 1, 2 and 5.

The distribution of benefits across each income quintile and for children is shown in Table 2-12, following the qualitative analysis of the flow data for the scheme.

Table 2-12 - Summary Assessment for Noise

Option	Income Quintile 1	Income Quintile 2	Income Quintile 3	Income Quintile 4	Income Quintile 5	Children	Are impacts evenly distributed?	Key impacts
DS13p	0	0	x	✓	0	0	No	Changes in traffic flow are distributed across all LSOAs, with some accruing increases and others decreases.

2.5.5. Appraisal – Traffic impacts: Accidents

Changes in traffic flow have been used as a proxy for changes in accidents levels within Coventry. A qualitative assessment was undertaken based on historical casualties between 2014 and 2018 on links with greater than 10% change in AADT. The accidents assessment considered the impact of the scheme to the following vulnerable groups:

- Pedestrians
- Cyclists
- Motorcyclists
- Male drivers aged 16-25
- Children
- Elderly
- Income deprived residents

Within the 5-year period, the analysis showed a greater proportion of casualties involving motorcyclists, young male drivers, and those from income quintile 1 (20% most income deprived) on links with a decrease in traffic flow, than those with an increase in traffic flow. The accident assessment assumes that a decreased traffic flow greater than 10% may lead to decreased accidents and an increased traffic flow greater than 10% leads to increased accident rates. Therefore, there is an expected beneficial impact to accidents for motorcyclists, young male drivers, and those from income quintile 1 as accidents for these groups may become less likely to occur overall.

The proportion of casualties involving pedestrians, cyclists and children are similar across all links with an increase or decrease in traffic flow. Therefore, the prevalence of accidents involving these users across the whole of the impact area will be similar with DS13p implemented. However, the additional cycle infrastructure along Coundon Road is expected to make cyclists safer. In the five-year period, there were four cyclist casualties along the section of Coundon Road. The cycle route on Coundon Road is expected to make cyclists safer and may reduce the number of cyclist casualties in this area.

Within the analysis period, there was a greater proportion of casualties involving the elderly on links with an increase in traffic flow, than those with a decrease in traffic flow. Therefore, there may be an adverse impact to accidents across the whole impact area for this vulnerable group as accidents become more likely to occur overall for the elderly.

2.5.5.1. Summary assessment

The analysis of accidents showed few historical casualties within the five-year period on links with greater than 10% change in traffic flow. This qualitative analysis showed that there is a slight beneficial impact for cyclists, motorcyclists, young male drivers and income deprived residents, but a slight adverse impact for elderly residents.

The distribution of benefits across each vulnerable group is shown in Table 2-13.

Table 2-13 - Summary Assessment for Noise

Option	Pedestrians	Cyclists	Motorcyclists	Young Male Drivers	Children	Elderly	Income Deprived Residents	Are impacts evenly distributed?	Key impacts
DS13p	0	✓	✓	✓	0	*	✓	No	The scheme is expected to decrease the number of accidents involving some vulnerable users and increase the number of elderly casualties.

2.5.6. Appraisal – Traffic impacts: Accessibility

Within Coventry there may be small adverse and beneficial impacts to accessibility for each considered vulnerable group. The low emission zone on Holyhead Road may cause non-compliant vehicles to reroute, which may increase travel times for some users. However, changes in travel times for private car users are assessed within the User Benefits assessment of the Distributional Impact Assessment. This may include some community transport and private hire services, which vulnerable groups such as disabled people and elderly residents may be more likely to use, if they have reduced mobility. However, this intervention isn't expected to change the availability of these services, so any impact to accessibility will be slight.

There are also small beneficial impacts to accessibility for each vulnerable group, caused by improved reliability of public transport services. The capacity improvements on Spon End, the redesign of Ring Road J7, signal optimisation at several locations and the bus gate on Foleshill Road are all expected to improve journey times and may also improve reliability of public transport services in the vicinity. However, these interventions won't change the routings or frequency of public transport services, so minimal impacts to accessibility are expected.

2.5.6.1. Summary assessment

The distribution of accessibility impacts for each vulnerable group determined from the qualitative assessment is shown in Table 2-14.

Table 2-14 - Accessibility summary table

Option	Elderly (over 65)	Children (under 16)	No car households	Disabled people	Women	Black and minority ethnic	Income quintile 1	Are impacts evenly distributed?	Key impacts
DS13p	0	0	0	0	0	0	0	Yes	There are minimal impacts to accessibility.

2.5.7. Appraisal – Traffic impacts: Security

The scheme is expected to have minimal impacts to personal security. This is as the majority of interventions are capacity improvements on roads/junctions, so are expected to impact private car users. However, the provision of high-quality cycle infrastructure along Coundon Road is expected to increase the number of cyclists along the route and thus improved informal surveillance in the area. This is because people may perceive higher levels of security in a busier area. Since the relative importance of informal surveillance is considered low, any impact to informal surveillance is expected to be slight.

There are above average proportions of BAME and disabled residents within the impact area. In addition, there are MSOAs/LSOAs with high proportions of BAME, disabled, children and female residents within the security impact area. Therefore, these vulnerable groups may travel along Coundon Road in order to access

surrounding amenities and have improved perceptions of personal security due to an increase of people in the area. Therefore, the impact to security for BAME, disabled, children and female residents is slight beneficial.

There are below average proportions of elderly residents and no LSOAs with the 20% highest proportion of elderly people within the impact area. Therefore, it is anticipated that few elderly people will travel along Coundon Road and hence benefit from increased informal surveillance. Hence, any security impact for this vulnerable group is considered negligible and the overall impact for elderly residents is neutral.

2.5.7.1. Summary assessment

The distribution of security impacts for each vulnerable group determined from the qualitative assessment is shown in Table 2-15.

Table 2-15 - Security summary table

Option	Elderly (over 65)	Children (under 16)	Women	Black and minority ethnic	Disabled people	Are impacts evenly distributed?	Key impacts
DS13p	0	✓	✓	✓	✓	Yes	There are beneficial impacts to levels of informal surveillance, which are expected to have a negligible impact to elderly people due to their low presence within the impact area.

2.5.8. Summary appraisal of distributional impacts

Table 2-16 shows how the impacts of Options DS13p are distributed amongst the income deprivation quintiles. Only the accessibility impacts are distributed evenly across income quintiles, with neutral impacts expected. There are beneficial air quality impacts for all income quintiles, with a disproportionately large benefit expected for income quintiles 1 and 4. However, there are adverse user benefit, affordability and noise impacts for the most income deprived residents (income quintile 1).

Table 2-16 - Option DS13p Distribution of measures across income quintiles

	Distributional impact of income deprivation					Are the impacts evenly distributed?	Key impacts – Qualitative statements
	0-20%	20-40%	40-60%	60-80%	80-100%		
Accessibility	0	0	0	0	0	Yes	There are not expected to be any significant impacts on accessibility.
Air Quality	✓✓✓	✓✓	✓✓	✓✓✓	✓	No	There are positive reductions in air quality emissions across all areas and income deprivations, ranging in magnitude from slight to large.
Noise	0	0	x	✓	0	No	There is a beneficial noise impact for income quintile 4, but an adverse impact for income quintile 3.
User Benefits	xxx	✓✓	✓✓✓	✓✓	✓	No	There are beneficial user benefits for income quintiles 2-5 and adverse impacts for income quintile 1.
Affordability	xxx	✓✓	✓✓✓	✓✓	✓	No	There is an adverse affordability impact for the 20% most income deprived residents. The affordability impact for income quintiles 2-5 are beneficial and range from slight to large.

Table 2-17 shows the overall distributional impacts of each of the indicators. Option DS13p has beneficial impacts for air quality, security and accidents. Whereas, there are adverse impacts for noise, user benefits and affordability. The overall impacts are considered neutral for accessibility and severance.

Table 2-17 - Overall impact for each indicator for Option DS13p

Indicator	Overall Impact
Accessibility	0
Severance	0
Security	✓
Accidents	✓
Noise	✗
Air Quality	✓✓✓
User Benefits	✗
Affordability	✗✗

2.6. Preferred Option Summary

Under Option DS13p transport users do not directly incur additional costs; they benefit from reduced congestion and smoother traffic flows resulting in journey time improvements leading to positive transport user benefits. Additionally, the cycling and active travel measures may encourage a shift to more sustainable modes and generate longer term behaviour change that has lasting benefits for Coventry in addition to achieving positive health impacts. Overall, the NPV is negative due to implementation costs outweighing benefits, however there are significant benefits in terms of air quality improvements. Option DS13p achieves compliance in the shortest possible time, by 2021

The Distributional analysis shows that the air quality impacts will be largely beneficial. The impact of the infrastructure works and restrictions on Holyhead Road mean that this is traded off against a slight adverse impact on user benefits and affordability.

3. Financial Case

3.1. Introduction

The Financial Case assesses the potential financial impacts to CCC of the preferred option, DS13p. This includes the costs associated with planning and implementing the preferred option. As outlined in the Strategic Case, the results of the traffic and air quality modelling that have been undertaken indicate that Option DS13p assumes a range of measures including a low emission street/zone along Holyhead Road.

The purpose of this Financial Case is to assess the costs involved in developing and implementing Option DS13p and to support the application for drawdown from the DEFRA Implementation Fund. In summary, the Financial Case focuses on:

- Capital and operational expenditure for Option DS13p;
- The funding source for DS13p's expenditure and the funding bid that has been prepared to allow delivery and operation of the intervention and affordability of the preferred option; and
- The net operational position of the scheme.

3.2. Option DS13p

The costs for implementing and maintaining the Option DS13p are split into two categories:

- Implementation costs (capital costs); and
- Operating and maintenance costs.

The implementation costs are largely derived from the tendered costs provided via the Scape framework contractor, Balfour Beatty. Other costs (e.g. costs of signs), were derived by using benchmark costs per item and estimating the number of assets required and the associated likely infrastructure that would be required. Other scheme specific costs relating to development and management were developed by CCC. Details on how each cost was developed are summarised in Table 3-1.

It has been assumed that CCC will be eligible to reclaim any Value Added Tax (VAT) that it is subject to, therefore all costs presented here are exclusive of VAT.

3.3. Treatment of Risk

A quantified cost risk assessment (QCRA) was undertaken by Balfour Beatty as part of the development of the Feasibility Cost Report. This included a Monte Carlo (P80) analysis using Primavera Risk Analysis software.

The QRA calculated the risks and made an initial allocation of ownership. The value of risk that was assigned to the Council was £2,023,660, which have been included in the assessment of costs.

3.4. Option DS13p Implementation Costs

Implementation costs are the expenses required for the initial design and set-up of the scheme, as well as the infrastructure works associated with each of the individual measures. The majority of the infrastructure works have been procured via the Scape Framework, detailed within the Commercial Case, and tendered costs have been provided by Balfour Beatty.

Part of the Coundon cycle infrastructure is being delivered internally by CCC, along with the implementation of signage and cameras for the low emission street along Holyhead Road. Table 3-1 sets out the costing method, and where appropriate the assumptions used to development the implementation costs for Option DS13p.

Table 3-1 - Option DS13p: Development of the Implementation Costs

Cost Item	Costing Method	Key Assumptions
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Design - design and implementation costs associated with the scheme development, including FBC	Costs incurred by CCC and supporting services in developing the scheme	This has increased from the OBC estimate of £200K due to the additional costs incurred for Atkins/WSP/CCC for the development between OBC and FBC, including air quality assessments of Covid-19
Low emission zone – Holyhead Road	Procured via Scape Framework	Costs included within Upper Hill Street works in bill of quantities
Holyhead Road northbound lane reduction	Procured via Scape Framework	Costs included within Upper Hill Street works in bill of quantities
High quality cycle infrastructure along Coundon	The section north of the railway is being delivered internally by CCC. The southern section of the cycleway from the railway tunnel to the Hill Street Bridge procured via Scape Framework	Costs developed by CCC Southern section costs included within Upper Hill Street works in bill of quantities
Capacity improvements on the B4101 through Spon End	Procured via Scape Framework	-
Spon End/ Old Allesley Road Signal Optimisation	Procured via Scape Framework – costs included within Spon End works	-
Upgrade of ring road J7	Procured via Scape Framework	-
Opening of Upper Hill Street	Procured via Scape Framework	-
Bus gate on Foleshill Road south of the A444 - this includes cameras, signing, lining, small scale public realm changes and support for enforcement of bus gates. This also includes signal optimisation of Foleshill Road with the ring road	Delivered by CCC	Costs developed by CCC
Travel planning/ behaviour change package	Delivered by CCC, largely school and employer focussed travel planning but it also includes a low traffic neighbourhoods project in Spon End.	Costs developed by CCC, with delivery up to 2023 Includes inflation at 2.5% per annum

Table 3-2 summarises the costs for each of the implementation cost item categories. These are presented as nominal costs, with the inflation added to reflect the year of proposed expenditure in line with the Building Cost Information Service (BCIS) indices.

Table 3-2 - Option DS13p: Summary of the Implementation Costs

Cost Item	Total Cost (nominal, £000s)
Design	
Sub-Total of Scheme Set up Costs	
Low emission street – Holyhead Road	
Holyhead Road northbound lane reduction	
Opening of Upper Hill Street	

High quality cycle infrastructure along Coundon (section north of the railway)	██████████
Capacity improvements on the B4101 through Spon End	██████████
Spon End/ Old Allesley Road Signal Optimisation	██
Upgrade of ring road J7	██████████
Bus gate on Foleshill Road south of the A444	██████████
Travel planning/ behaviour change package	██████████
TOTAL COSTS	£21,442

The total capital (outturn cost, excluding risk, is estimated to be **£21,441,964** for Option DS13p.

3.5. Decommissioning

It is assumed that the infrastructure associated with Option DS13p will remain and continue to be operational at the end of the ten year scheme period, in 2030. Whilst travel planning packages may cease to be operational, this will not incur a cost. Therefore, no decommissioning costs have been added to the cost of Option DS13p.

3.6. Option DS13p Operating and Maintenance Costs

Operating and maintenance costs are the on-going costs required to maintain Option DS13p on an annual basis. This includes the scheme monitoring costs.

The key assumptions that have been utilised in developing the operating and maintenance cost estimates are summarised in Table 3-3.

Table 3-3 - Option DS13p: Development of the Operating and Maintenance Costs

Cost Item	Costing Method	Key Assumptions
O&M of Transport Schemes	A profile of <u>incremental</u> O&M costs was developed i.e. the additional maintenance costs that will be incurred due to the scheme works. These were based on the area/length of works and existing CCC maintenance rates.	Maintenance costs will be incurred over the 10yr duration of the scheme. Costs assumes inflation at 2.5% per annum.
Communications & marketing	Includes an air quality campaign, including travel demand management associated with the disruption caused by the infrastructure works and a package of residential travel planning.	CCC costs, with travel demand management costs based on TfWM study. Costs assumes inflation at 2.5% per annum.
AQ Monitoring	Monitoring runs from 2021 - 2025. ██████████ ██ ██	Includes 6 real time AQ monitors. Over the 5yr monitoring programme, it includes the collection of traffic data at 16 sites every quarter, a FTE, collection of cycling data in 2022 and 2024, collection of ANPR data from 2021–2023. Costs assumes inflation at 2.5% per annum.

Table 3-4 summarises the estimated (nominal) costs for each of the operating and maintenance cost item categories. This includes an allowance for a sinking fund, whereby any unforeseen risks that are realised during the operation of the scheme can be mitigated.

Table 3-4 - Option DS13p Operating and Maintenance Costs

Cost Item Category	Total (nominal, £000s)
--------------------	------------------------

O&M of Transport Schemes	
Communications & marketing	
AQ Monitoring	
Sinking fund	
TOTAL COSTS	£2,516

The total operating and maintenance (nominal) cost, is estimated to be **£2,516,191** for Option DS13p. This assumes that the costs associated with the air quality monitoring will be incurred up to (and including) 2025, beyond scheme compliance.

3.6.1. Sinking Fund

A sinking fund will be established to provide mitigation against any unforeseen risks that are realised throughout the operation of the scheme. It is assumed that the target of the fund is 10% of the operating costs.

The sinking fund will be protected within accounts at Coventry to ensure that it is available as a contingency fund for any risks that are realised throughout the operation of the scheme.

3.7. Option DS13p Cost Summary

The total costs, including both capital and operating and maintenance costs, and risk for Option DS13p are estimated to be **£25,981,815** inclusive of both inflation as per the BCIS indices, or at 2.5% per annum (added as per the proposed expenditure profile). These are summarised in Table 3-5. This assumes that the costs associated with the monitoring of air quality will be incurred up to and including 2025, even though air quality compliance is envisaged by 2021.

Table 3-5 - Option DS13p Total Costs (Expressed as 10yr totals, £000s)

Cost Item Category	Total (nominal, £000s)
Capital Costs (Implementation, including set up)	£21,442
Risk	£2,024
Operating & Maintenance Cost (includes sinking fund)	£2,516
TOTAL COSTS	£25,982

The profile of this expenditure is summarised in Table 3-6. This assumes that the majority of the infrastructure works will be delivered in 2021. The exception to this is the Coundon Cycleway works (north of the railway, delivered internally by CCC), which assume that 60% of expenditure is incurred in 2020 and the remaining 40% in 2021. The travel planning and behavioural change package of measures is assumed to continue until 2023.

Table 3-6 - Option DS13p Financial Profile (nominal prices, £000's)

All Costs in £'000s	Year of Option DS13P Operation											Total
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Capital Costs	-£2,259	-£18,576	-£324	-£283	£0	£0	£0	£0	£0	£0	£0	-£21,442
Operating & Maintenance Costs	-£69	-£452	-£480	-£365	-£195	-£171	-£107	-£109	-£112	-£115	-£118	-£2,294
Risk		-£2,024										-£2,024
Sinking Fund		-£45	-£48	-£36	-£19	-£17	-£11	-£11	-£11	-£12	-£12	-£222
Net Cash Flow	-£2,328	-£21,097	-£853	-£684	-£214	-£188	-£117	-£120	-£123	-£127	-£130	-£25,982

The Accounting Statement (Table 3-7) assumes that all of the scheme costs will be covered by the Implementation Fund.

Table 3-7 - Option DS13p Accounting Statement

All Costs in £'000s	Year of Option DS13P Operation											Total
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Capital Costs	-£2,259	-£18,576	-£324	-£283	£0	£0	£0	£0	£0	£0	£0	-£21,442
Operating & Maintenance Costs	-£69	-£452	-£480	-£365	-£195	-£171	-£107	-£109	-£112	-£115	-£118	-£2,294
Risk		-£2,024										-£2,024
Implementation Fund	£2,328	£21,097	£853	£684	£214	£188	£117	£120	£123	£127	£130	£26,982
Sinking Fund		-£45	-£48	-£36	-£19	-£17	-£11	-£11	-£11	-£12	-£12	-£222
Net Cash Flow	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

3.7.1. Funding Shortfall

To date, JAQU have provided £24.5 million in funding from the Implementation Fund towards delivering the preferred option¹⁸. The work undertaken for this FBC to refine the costs has identified that there is a funding shortfall of £1.482 million which is needed to ensure all measures can be implemented as required to ensure compliance in the shortest possible time.

CCC therefore require grant funding from the JAQU Implementation Fund, to a maximum of £1.482m, or an increase of 6% in addition to already secured funding.

¹⁸ Note, £5.8 million Transforming Cities Fund grant from the West Midlands Combined Authority for the Spon End Arches (linked within the wider Spon End/J7 AQ measures), giving a total secured budget of £30.3 million

4. Commercial Case

4.1. Procurement Process Outcomes

In order to meet the very challenging timescales associated with this project, procurement has needed to take account of any additional grant award conditions required by JAQU as well as any lead in times for local governance processes.

There were a wide range of OJEU compliant regional and national frameworks available for CCC to access, e.g. Shared Professional Services Framework Contract (PSF), Eastern Shires Purchasing Organisation (ESPO), Crown Commercial Services (CCS) framework, PAGABO Framework, Midlands Highways Alliance Contract (MHA), Scape Procure Civil Engineering and Infrastructure Framework (Scape) as well as access to CCC's Direct Labour Organisation (DLO).

All procurement has been subject to the CCC's robust Procurement and Commissioning governance process, which requires that all procurement commissions greater than £1 million per annum be approved by the Council's Cabinet, and all Contract values less than this sum be reviewed by the Council's Procurement Panel and Board as appropriate. The Council's Rules for Contracts have been followed as well as full OJEU rules where thresholds are met. Provider partners have now been appointed to deliver the package of measures.

Table 4-1 summarises the procurement route used for each component of the measures that comprise the Environmental Act 1995 (Coventry City Council) Air Quality Direction 2020. Procurement for the design and construction of the Coundon Cycleway is complete. Procurement of Junction 7 improvements, Spon End improvements and Upper Hill Street (including Barras Lane, Holyhead Road and the section of Coundon Cycleway south of the railway) is progressing through the Scape Framework.

The Scape Framework is a multi-stage framework:

- Stage 1 – Inception; set up and agreement to use Scape
- Stage 2 – Feasibility; includes concepts and budgets
- Stage 3 – Pre-Construction; includes detailed design and supply chain set up
- Stage 4 – Construction
- Stage 5 – Post-Construction

Table 4-1 - Summary of Procurement Tasks

Measure	Procurement Route Chosen	Supplier [Value]
High quality cycle lane along Coundon	North of Coundon Road railway crossing – detailed design through Shared Professional Services Contract (SPSC) & construction by DLO South of Coundon Road railway crossing – design through SPSC and build through Scape Framework	WSP for detailed design [REDACTED] DLO for construction of northern section [REDACTED] Balfour Beatty for construction of southern section [included in Upper Hill Street package]
Capacity improvements along B4106 through Spon End	Scape Framework	Balfour Beatty for design and build [REDACTED]
Upgrade of Ring Road Junction 7	Scape Framework	Balfour Beatty for design and build [REDACTED]

Opening up of Upper Hill Street (inc Barras Lane, Holyhead Road & southern section of Coundon Cycleway)	Scape Framework	Balfour Beatty for design and build [REDACTED]
Bus gate on Foleshill Road	Existing OJEU compliant framework	TBC [REDACTED]
Focussed travel planning work	Existing OJEU compliant framework such as SPSC	TBC [REDACTED]

Note 1: Siemens are engaged by CCC under the Traffic Signals and Intelligent Transport Maintenance contract and will provide services to direct to CCC under this contract in relation to Coundon Cycleway. Siemens will be engaged by Balfour Beatty as a sub-contractor to support delivery under the Scape contract.

Note 2: Detailed design of Coundon Cycleway is complete and construction is due to start in Mid-November. For measures to be delivered under Scape, the Feasibility Stage has been completed.

4.2. Proposed Measures

A range of works and services are required to deliver the Preferred Option. When considering implementation and operation of the Preferred Option, the following specific activities required procurement:

- traffic management;
- professional services;
- design and build civils works;
- traffic technology upgrade;
- roadside technology (ANPR cameras, Variable Message Signs, Pollution sensors);
- operations (staffing, provision of control room facilities)

In addition, the Preferred Option will require procurement of the following works and services:

- Cycle parking and infrastructure;
- Travel planning advice and initiatives; and

In the first instance, the capability and capacity of our in-house teams was considered to deliver elements, however, some aspects required access to specialist skills from external partners and stakeholders and/or additional delivery capacity.

The principal delivery vehicles for the measures will be the Scape Framework and the DLO. Within the Scape Framework there are KPIs regarding both local spend and local labour. These KPIs are a key part of ensuring that social value is maximised for the communities in which Scape projects operate.

4.3. Strategic Procurement Options Considered

The measures set out are subject to the EU procurement principles and the Council's Rules for Contracts.

In compliance with the principles, the procurements have been managed so that the full Public Contract Regulations 2015 have been adhered to.

A summary of the contract value procedural rules can be found in Table 4-2.

Table 4-2 - Contract value procedural rules

Estimated Contract Value	Procedure To Be Followed
£4,773,252+ (Works)*	OJEU procurement procedure
£189,330+ (Goods & Services)*	OJEU procurement procedure
£50,000 - OJEU thresholds	Council's Rules for Contracts – competitive tenders
£10,000 - £49,999	Council's Rules for Contracts – competitive quotations
<£10,000	Council's Rules for Contracts – no competitive quotations required
*OJEU thresholds correct at January 2020	

Appropriate frameworks that were available and offer CCC value for money, were considered to expedite timescales for delivery across all Contracts. To that end, there were four key procurement routes available to deliver the works and services required under the Preferred Option;

- Council's Rules for Contracts
- 3. Subject to the estimated value of the contract, sub-OJEU threshold requirements can be procured through competitive tendering, competitive negotiation or direct order. Due to the value of the works involved, this route was not appropriate for the major works.
- Internal Frameworks
- 4. The Shared Professional Services Framework – established in collaboration with Warwickshire County Council – provides access to a range of professional service solutions. Early Measures Smarter Travel Advice services were procured through this Framework and the detailed design of the Coundon Cycleway has been procured through this route. A mini-tender process was held for the Coundon Cycleway design during May and June 2020 and WSP were appointed early in July 2020.
- 5. The Council's Direct Labour Organisation (DLO) is able to deliver required construction works. Where capacity or capability inhibits the use of the DLO, the DLO is able to run competitive tenders on behalf of CCC through the Civils Engineering Framework. The DLO will deliver the construction of the Coundon Cycleway north of the railway crossing at Coundon Road.
- External Frameworks
- 6. A number of external frameworks are in place for goods and/or services and the standard, tailorable, terms and conditions and contract documents greatly reduce the procurement timescales. Examples of available external frameworks include a range of Crown Commercial Services (CCS) frameworks, the Eastern Shires Purchasing Organisation (ESPO) frameworks, PAGABO Framework, the Midlands Highways Alliance Contract (MHA) and Scape Procure Civil Engineering and Infrastructure Contract (Scape).
- 7. CCC carried out a review of all routes to market from mid-May 2020 until late July. This included engagement with potential suppliers to gauge appetite and views of potential procurement routes. Following an initial sift of these options a detailed review was carried out to assess the use of either the MHA or Scape. Based on this detailed assessment, CCC has decided to use Scape to deliver the improvements to Junction 7, Spon End and at Upper Hill Street, Barras Lane, Holyhead Road and the southern section of the Coundon Cycleway from the rail crossing to Hill Street Bridge. This section of the Coundon Cycleway is linked to the Upper Hill Street works because it requires displacement of parking on Coundon Road between Meriden Street and Barras Lane, which can only occur when Barras Lane has been closed.
- 8. Balfour Beatty carried out the Scape Feasibility Stage works on the project between early August and 15th October 2020. Through a series of workshops held jointly with Balfour Beatty and Council officers, Balfour Beatty developed the understanding of the requirements to develop a Feasibility Stage price and associated risk register. Under the Scape framework, the Feasibility pricing is generally an upper bound price, assuming no subsequent changes to work scope.
- Open tender via the Official Journal of the European Union (OJEU)
- 9. Competitive tenders in line with Public Contract Regulations 2015 are required for works, goods and services contracts valued above the thresholds. Contracts in the form of Deeds must be prepared in Legal Services and sealed formally for the Council and witnessed by an authorised signatory. CCC considered

that the use of discrete tendering for the measures would be overly time consuming. Additionally, market intelligence suggested that such tenders might not be viewed positively due to the expense of such tendering, particularly when there is a buoyant pipeline for infrastructure works. A number of major potential suppliers, who are on existing frameworks, stated that their policy was to work through such frameworks and maximise the value from the major expenditure expended in bidding for such tenders. In one case, CCC were informed that it was a Board directive not to bid for discrete contracts.

4.3.1. Contract Type

A range of Contracts was considered due to the varying nature of the projects required for the plan.

Professional services

A number of professional services frameworks exist that can be used for a wide variety of requirements. The Shared Professional Services Framework was awarded in June 2017 and expires in May 2021. The Crown Commercial Services (CCS) RM3745 Management Consultancy framework was awarded in September 2017 and runs through to September 2021. Similarly, the ESPO 664 Consultancy Services framework was awarded in April 2017. This framework expires in April 2019 but ESPO have confirmed that a 2-year extension will be enacted, taking the framework through to April 2021. CCC can also use the Highways England Specialist Professional and Technical Services (SPATS2) framework which was awarded in June 2020.

In delivering the measures, the Council considered that the service providers available through the Shared Professional Services Contract were most appropriate to the range of AQ measures required. CCC can direct award through the framework to the Tier 1 supplier up to a limit of £50k (or higher in certain specific circumstances) and use a mini-tender process to procure services above this limit. CCC carried out a mini-tender process for the detailed design of the Coundon Cycleway and appointed WSP at the end of June 2020 to carry out the design. That detailed design is now substantially complete.

The detailed design of the works to Spon End, Junction 7, Upper Hill Street, Barras Lane and Holyhead Road will be carried out by Balfour Beatty using design services procured competitively under the Scape framework. The Feasibility Stage price has been based on the work of Balfour Beatty's inhouse designers and the knowledge and experience of the Balfour Beatty team on similar projects.

Traffic signal upgrade technology/VMS

Siemens are the long term technology partner of CCC and Traffic signal and technology works will be delivered by Siemens to support the DLO works on Coundon Cycleway and Balfour Beatty on measures delivered through the Scape framework. Siemens will provide services to CCC under their current competitively tendered Contract for Traffic Signals and Intelligent Transport Systems Maintenance for the single signal installation for Coundon Cycleway and as a sub-contractor to Balfour Beatty under the Scape framework.

Highway works

The first port of call for Highway Works is the Council's Direct Labour Organisation (DLO). The in-house DLO provide a level of flexibility to the City, with a 50 plus strong, fully operational team based in the City with unparalleled local knowledge, saving time and therefore reducing cost. The ability to provide resources at short notice, deal with scope changes without expensive compensation events and keep preliminary and set up costs to a minimum are good examples of the value that the DLO provides. Where capacity or capability inhibits the use of the DLO, the DLO is able to run competitive tenders on behalf of the Council through the Civil Engineering Framework. This framework was renewed in October 2020 and will expire in September 2024; this framework provides additional resource for the DLO if required.

The DLO will deliver the construction of the Coundon Cycleway north of the railway crossing at Coundon Road. Preliminary site investigation works have already commenced and the main site works are due to commence in mid-November 2020.

The Midlands Highway Alliance covers the 4 years period from 2018 to 2022, this contract has been used by CCC to deliver major works in the City centre in preparation for the City of Culture. The Scape Procure Civil Engineering and Infrastructure Contract commenced in January 2019 and runs for a period of 4 years. This framework is available to all public sector organisations in England, Northern Ireland and Wales. CCC evaluated in detail the use of either MHA or Scape (or a combination) to deliver the measures.

Both frameworks are based on NEC4 and therefore have broadly similar contract conditions. However, Scape offers a more onerous suite of KPIs (to be monitored by both CCC and Scape), far greater social value commitments and better commercial terms, with a significantly lower Fee applicable. Additionally, only 2 of the 4 potential MHA contractors expressed an interest when approached. Of the other two, one is already heavily committed to works in the City centre and CCC had concerns regarding capacity. The other contractor that expressed an interest is also the Scape framework contractor (Balfour Beatty).

A direct comparison of MHA and Scape indicated that Scape is the better option and hence CCC appointed Balfour Beatty through this framework. While the Scape framework is a single provider framework (Balfour Beatty), all prices have been competitively tendered during the procurement of the nationwide Scape framework valued at approximately £1.9bn. All works not directly delivered by Balfour Beatty must be competitively tendered to the supply chain to obtain three prices. There is an onus within Scape to engage local suppliers and SMEs so that the framework supports the local economy. All costs are provided on an open book basis and subject to checking by both CCC and Scape.

4.3.2. Contract Length

The maximum length of any given framework under the Public Contracts Regulations 2016 is 4 years. With regards to Call Off Contract length, the maximum length of a Call Off Contract under a framework is equal to the maximum length of the framework, regardless of when the Call Off is awarded. I.e. a 4 year contract can be awarded under a framework (assuming the framework was 4 years in length), a day prior to framework expiry if need be. Works procured through the Scape Procure Civil Engineering and Infrastructure Contract have a maximum duration of four years from the commencement of the Framework in January 2019, i.e. completion by January 2023. This duration fully encompasses the delivery period for the measures within Coventry.

Construction works carried out under Scape will include a defects liability period of one year. After this assets will be maintained as part of CCC's annual maintenance regime.

There are no time limitations on works carried out by the CCC DLO.

4.3.3. Payment Mechanisms

For the key contracts that will deliver the measures the payment mechanisms are as shown in Table 3.

Table 4-3 - Contract Payment Mechanisms

Works	Contract vehicle	Supplier	Payment Mechanism
Coundon Cycleway Detailed Design	Shared Professional Services Framework	WSP	NEC Option A
Coundon Cycleway Construction	DLO	DLO	Schedule of Rates
Junction 7, Spon End, UHS, Barras Lane, Holyhead Road	Scape Framework	Balfour Beatty	NEC Option C

For the detailed design of Coundon Cycleway the use of NEC Option A means that payment to WSP has been made on the completion of programme milestones. For the DLO under Schedule of Rates, payment will be made monthly in arrears based on measured works; while for the Scape Framework there will be a monthly assessment of works done and Balfour Beatty will be paid the project manager's assessment of price of works done, plus a fee. Discussions are currently nearing conclusion with Balfour Beatty regarding the detailed contract clauses for an NEC X22 contract. It is not intended to include a requirement for retention, but Balfour Beatty will be required to provide a Parent Company Guarantee related to the defect period for the works.

The Scape Procure Frameworks have very strict prompt payment criteria, monitored by KPIs, which will form part of the payment mechanism for the works carried out under that framework. The Scape framework has 21-day payment terms from the assessment date for the Balfour Beatty payment, 26 days for Balfour Beatty sub-contractors and 30 days for sub-contractors of sub-contractors. This ensures all in the supply chain are paid promptly, which helps ensure financial stability for the supply chain and make Scape an attractive opportunity for suppliers.

4.3.4. Risk Allocation and Transfer

With regards to the delivery of the plan and the programme of projects supporting it, the risk that compliance with NO₂ legal objectives is achieved will be held by CCC.

The contracts that have been or are being used to deliver the measures endeavour to transfer risk where possible and minimise risk to CCC. The largest proportion of works will be carried out by Balfour Beatty under the Scape framework and using an NEC Option C form. Under Option C should risks impact on the cost of the works, there is effectively a cost sharing mechanism through the pain/gain mechanism (see section 1.3.6 below). During the design and procurement phases risk analysis has been carried out, using established risk assessment tools such as Primavera Risk Analysis software. Evaluated risks have been included in the input to the Financial Case. A risk allowance of £2m has been included within the Financial Case costings; £1.6m estimated against the works to be carried out through the Scape contract and £400k against the works to be carried out by the DLO.

Initial risk registers have been developed for the delivery of both the Coundon Cycleway works that will be constructed by the DLO and for the other infrastructure measures that will be implemented by the Scape contractor.

The Table 4-4 following table outlines an extract of some of the key risks to the delivery of the Air Quality Programme.

Table 4-4 - Key Delivery Risks

Risk ID	Type	Title	Pre-mitigation				Cause	Description	Effect	Category	Sub Category	Status	User Defined	
			Probability	Schedule	Cost	Score							Work Area / Location	Risk Opened Date
F-T-022	Threat	Land Purchase - Blackhorse - Heritage Approval to demolish	2	5	0	5	The Heritage team delay their approval of the demolition method	Delay in Heritage Approval	Delays to demolition of pub	Related Bodies	Approvals	Open	Spoon End to Windsor Street	09 Sep 2020
F-T-023	Threat	Subway Closures - 12 week notice - Not secured	3	4	1	7.5	Delays to subway closures	Delays to closures impacts the works	Unable to proceed with certain works	Related Bodies	Approvals	Open	All Areas	09 Sep 2020
F-T-024	Threat	River parallel to Butts Lane - Far enough away - EA approval	1	4	0	2	The EA need to approve the works due to the proximity	There is a river parallel to Butts Lane - potentially far enough away	Delays in sourcing approval as not considered	Related Bodies	Approvals	Open	Windsor Street to Junction 7	09 Sep 2020
F-T-025	Threat	Delayed planning at Blackhorse pub	3	4	1	7.5	Planning may be delayed to demolish Blackhorse		Delays in getting access to the area	Related Bodies	Approvals	Open	Spoon End to Windsor Street	09 Sep 2020
F-T-026	Threat	Additional Budget to cover financial loss due to removal of Moat street car park	3	1	3	6	May need additional budget to cover for financial loss		Approvals process for removal of Moat Street car park taking longer	Related Bodies	Approvals	Open	Windsor Street to Junction 7	09 Sep 2020
F-T-027	Threat	Network Rail Approvals	2	4	3	7	Network Rail not following the Standards and change approach to their consent / approval		Delays in getting APA in place and start works on / around NR structure / land	Related Bodies	Approvals	Open	All Areas	09 Sep 2020
F-T-028	Threat	Consents / approvals for accommodation works at petrol station	4	2	1	6	Delays in getting approvals for the accommodation works at Petrol Station		Delays in completing Design	Client	Approvals	Open	Spoon End to Windsor Street	09 Sep 2020
F-T-029	Threat	Late Introduction of Technical Approvals	4	4	2	12	Late introduction of technical approvals associated with the demolition of subways		Delays to complete design	Design	Approvals and Consents	Open	Windsor Street to Junction 7	09 Sep 2020
F-T-030	Threat	Delayed pier impact assessment at UH footbridge	4	3	2	10	Impact Assessment to assess the impact on the Bridge Pier may get delayed and/or protection measures required		Delayed TA and increased scope	Design	Approvals and Consents	Open	Upper Hill Street	09 Sep 2020
F-T-031	Threat	DFS may not get approved for Exit slip road	4	2	2	8	DFS anticipated for the Slip roads due to vertical alignment - TAK may not accept the DFS considering physical site constraints		Scope change to meet scheme objectives	Design	Approvals and Consents	Open	Upper Hill Street	09 Sep 2020
F-T-032	Threat	Delays in getting technical approval for Steel bridge modifications	3	3	2	7.5	Delays in getting technical approval for Steel bridge modifications		Delays in design completion	Design	Approvals and Consents	Open	Upper Hill Street	09 Sep 2020

During the Scape Pre-Construction Stage, a range of pre-construction work items will be delivered. These will include pre-construction site surveys to determine site conditions, environmental conditions and constraints, archaeology, UXO, structural conditions, drainage condition, pavement condition etc. Additionally, work will progress with statutory undertakers to agree diversions and other protection works required. These surveys and SU designs will also inform the detailed design process and provide additional clarity and quantification regarding risks. All of this pre-construction work will mitigate the impact of risks on the construction phase and avoid costs over-runs or delays. This work will also permit informed discussions between CCC and our construction parties regarding the most appropriate allocation of ownership of risks. Currently an assumption has been made in relation to risk ownership which is reflected in the costings included in the Financial Case.

During construction all projects will be managed using CEMAR (Contract Event Management & Reporting) with live risk registers reviewed and reported through project meetings and significant risks being reported at AQ Board.

4.3.5. Human Resources Issues

No relevant personnel, people management or trade union implications – including the Transfer of Undertakings (Protection of Employment Regulations 2006 (TUPE) – have been identified for this project.

The Preferred Option is composed of a programme of projects that requires project management expertise for delivery and resource for staff to enforce proposed measures which does not currently exist within CCC. Therefore, revenue costs have been factored into the final cost and presented within the Financial Case.

CCC has recruited an experienced team to manage the implementation of the measures. This team has wide experience of delivering infrastructure projects to time and budget using a range of contract forms, but in particular NEC. The team will be involved at all stages of delivery from detailed design through to the final account process for the measures.

4.3.6. Contract and Budget Management

Key to the successful delivery of the Council’s contracts are high-quality project management skills, with cost control expertise and sufficient support services. These are required from project conception through to tender, award and post-award contract management. As stated, above CCC have built a team that has wide experience of contract delivery and administration, including NEC form of Contract.

It is intended that NEC4 Option C will be used for the works to be delivered under the Scape contract. Value Engineering methods will be used to develop the most appropriate and cost-effective solution and the agreement of the Target Cost for the works. The Scape contract has set ranges of pain/gain share which maximises the incentive for collaboration to achieve the best solution. The Scape contract also includes a KPI commitment to 100% delivery on time and budget; this provides surety that when the Target Cost and programme has been agreed, the supplier will deliver to that cost and programme.

The Scape pain/gain thresholds are shown in Table 4-5.

Table 4-5 – Scape framework pain/gain thresholds

The Contractor’s share percentages and the share ranges are

share range				Contractor’s share percentage		
Less than	95				10	%
from	95	% to	100		40	%
from	100	% to	102.5		40	%
greater than	102.5				100	%

DLO works are based on a schedule of rates. This schedule of rates has been developed over many years of working within the City and is benchmarked against prices obtained through the supporting civil engineering framework. The DLO has been involved in the development of the delivery solution to make best use of ECI. The DLO team and CCC construction supervisory teams will continue to review works throughout delivery to seek value engineered solutions, e.g. ensure that construction minimises impact on statutory undertakers’ plant and thus reduce cost and delivery greater surety of delivery programme.

CCC will use the CEMAR (Construction Event Monitoring and Reporting) system to manage all projects, whether delivered by the DLO or by external contractors. This provides an effective and very visible tool to manage contract communications, commercial matters and risks and has proved very effective in managing complex works within the City Centre. Both the DLO and Balfour Beatty are also experienced in the use of CEMAR. The CCC project manager for each scheme will determine monthly payments based on the DLO or Balfour Beatty applications and will determine due payment based on works completed.

CCC have built a budget tracker which will be used to monitor spend against budget. The tracker will clearly show spend against budget and provide an early flag if budget is being exceeded. This will be managed by the CCC Commercial team, with input on spend to date from the Financial Team. This tracker will be a key tool in providing financial updates both internally to CCC management and at regular Air Quality Programme Boards. The tracker has been used successfully to monitor and control spend on the major improvement programme in the City Centre.

5. Management Case

5.1. Introduction

This Management Case sets out the framework that CCC will use to deliver the programme of measures to achieve compliance. Effective delivery will rely on accurate and achievable programme plans with clear stage boundaries. This will enable timescales and delivery to be managed effectively by setting key milestones and evaluating progress against baseline targets. This is an approach established through existing programme delivery across a range of transport programmes. In line with JAQU guidance, the Management Case builds on the OBC by making recommendations about the optimal solution to the following issues:

- Governance structure during the implementation and operational phases, including key management roles/responsibilities.
- Evaluation and monitoring processes with associated benefits realisation.
- Risk management and mitigation (including risk register).
- Realistic and achievable project plan with appropriate level of detail.

5.2. Strategic Roles/Key Stakeholders

There are a number of organisations who have strategic roles in the delivery of the Air Quality Local Plan and these are set out in Table 5-1:

Table 5-1 - Strategic Roles

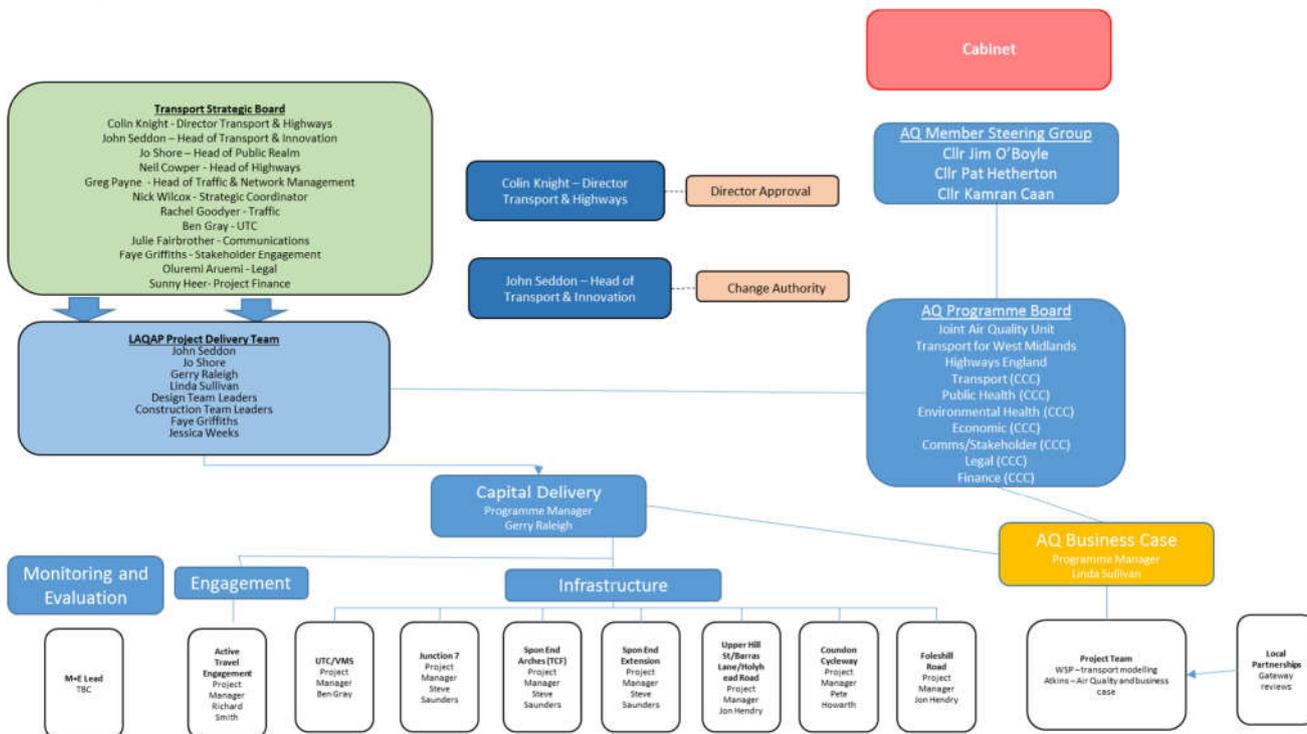
Organisation	Strategic Roles
JAQU	Overall management of the Local Air Quality Management (LAQM) process. Delivering the UK Plan to for Tackling Roadside Nitrogen Dioxide Concentrations. Provision of funding for local authorities to deliver their Local Plans. Development and implementation of national initiatives to improve air quality.
CCC	Legally responsible for improving air quality in Coventry under the Environment Act 1995. Delivery of measures to tackle exceedances of air pollutant levels within the Coventry Air Quality Management Area (AQMA). Delivering the LAQAP – in particular demonstrating local leadership in tackling air quality issues in Coventry.
Transport for West Midlands (TfWM)	Provision of advice, support and funding in relation to pan-West Midlands initiatives which will contribute towards improved air quality – including public transport services, bus fleet, Connected and Autonomous Vehicles and walking / cycling. Co-ordination and sharing of best practice and experience in relation to air quality issues across the conurbation.
Technical consultants	Provision of project management support. Assisting with specific technical tasks for the delivery

5.3. Governance Structure

The proposed governance structure builds on that used for the feasibility study. As the Local Air Quality Action Plan moves into the implementation stage, the focus moves into sub programme/projects.

Sub groups will be formed as and when required to focus on particular areas, address specific issues or adhoc tasks.

Oversight of the project is via regular reports to the Council’s Transport Strategic Board, Air Quality Member Steering Group, Cabinet and Scrutiny board.



5.4. Governance Structure Roles and Responsibilities

The governance structure roles and responsibilities are presented in Table 5-2.

Table 5-2 - Governance Structure Roles and Responsibilities

Governance level	Roles and Responsibilities
Senior Responsible Officer (SRO) Colin Knight	Overall responsibility for ensuring that the agreed plan meets its objective of improved air quality within the time and cost parameters agreed in the final business case. The SRO is the Director of Transportation and Highways for the Council, providing a suitably senior leadership to the programme.
AQ Member Steering Group (MSG) Cllr O'Boyle Cllr Hetherton Cllr K Caan	Provision of strategic direction and advice in relation to the key Cabinet portfolios impacted by air quality issues, namely: <ul style="list-style-type: none"> • Economic Regeneration; • Highways and Transport; • Environmental Health; and • Public Health.

<p>AQ Programme Board (PB)</p>	<p>Receiving advice (from JAQU and PM) and making decisions on the direction of the Local Plan work, including:</p> <ul style="list-style-type: none"> • Monitoring objectives for the Local Plan; • Overview and co-ordination of all project activities to ensure project undertaken within the agreed scope; • Monitoring progress against activities and milestones; • Reviewing risk register and approve any issues, risks or additional requirements that have resulted/may result in major deviation from the agreed plan, and, if appropriate, any mitigation measures. • Providing advice on key technical and policy issues in relation to air quality.
<p>Programme Manager (Feasibility) Linda Sullivan (FPM)</p>	<p>Responsible for the day to day management of the feasibility stage on behalf of the PB:</p> <ul style="list-style-type: none"> • Being main liaison with JAQU; • Producing, monitoring and updating all of the Project documents (alongside project team); • Commissioning the necessary technical work identified in the plan; • Monitoring progress of technical work streams • Drafting all reports for consideration and approval by Programme Board and CCC Cabinet; • Monitoring spend against agreed budgets; • Working with stakeholders; and • Ensuring that all legal, financial and procurement processes are followed.
<p>CCC Support Advisors</p>	<p>Consists of CCC officers covering a range of specialties including transport and infrastructure, parking, economic development, public health and planning. Provision of advice and support to the PM and PB in relation to:</p> <ul style="list-style-type: none"> • Legal issues; • Finance; • Procurement; • Communications.
<p>Programme Manager – Delivery Gerry Raleigh (DPM)</p>	<p>Responsible for the day to day management of the delivery of measures on behalf of the Council.</p> <ul style="list-style-type: none"> • Drafting all delivery reports for consideration and approval by Programme Board and CCC Cabinet; • Monitoring spend against agreed budgets; • Working with stakeholders; and • Ensuring that all legal, financial and procurement processes are followed.
<p>LAQAP Project Delivery Team</p>	<p>In order to deliver the various elements of the preferred option, a series of sub programmes will be delivered by experienced technical project managers. These projects will feed into the AQ programme board process via the Delivery Programme Manager as appropriate for the individual project.</p>

5.5. Project Management

The Programme Board will meet monthly in 2020 and is chaired by the SRO. The LAQAP Delivery Team will meet weekly (aligned to feed into the board meeting) chaired by the Delivery Programme Manager and a monthly highlight report produced by the DPM for the PB. Programme Board meetings are proposed to move to quarterly later in 2021 due to the nature of projects and timeframes for delivery.

5.6. Programme

Progress will be regularly reviewed through the use of the programme, which is a live document which is updated as the scheme progresses. This sets out the key events of the project and when they are expected to happen. The overall programme for the LAQAP implementation is shown in Appendix G.

The programme is also a useful tool in terms of change control. Any significant changes to the project impacting scope, timescales, cost etc. will be reported to the relevant authority level for sign off to ensure that appropriate actions are taken to minimise the impacts/accept the change of scope.

The implementation phase commenced in April 2020, with construction starting on the cycleway in November 2020.

Contractors are already engaged in the works planning process to ensure various work packages are coordinated and streamlined.

5.7. Financial Management

5.7.1. Financial Reporting

Financial reporting is critical to ensuring that the SRO, AQ Programme Board (PMB) and Project Team are able to track progress. The DPM will be responsible for undertaking regular financial reporting to inform the PB of progress, via monthly/quarterly highlight reports.

Oversight of the financial management will be provided by CCC accountants under the guidance of the Council's S151 officer.

5.7.2. Change Control

Change is likely to occur during the implementation of the scheme, and there may be a need to move funds between tasks in a work package, or adjust the durations of particular tasks.

All requests to move funds and/or alter delivery timescales will be submitted by the DPM for delivery via a change request, and reported to the AQ Programme Board/Transport Strategic Board as appropriate.

A scheme of delegation will apply to requests for additional time or funds¹⁹. The authorisation levels are shown in Table 5-3. Change requests exceeding the SROs threshold will be accompanied by an exception report.

Table 5-3 - Authorisation levels

Authority level	Threshold	Other approvals
Project managers	Authorised to move a maximum of 10% between individual tasks within a work package up to a value of £50,000. Authorised to change the start or finish date of tasks by up to two weeks.	n/a
Programme Manager - Delivery	Authorised to move a maximum of 25% between individual tasks within a work package up to a value of £75,000. Authorised to change the start or finish date of tasks by up to one month.	n/a
Senior Responsible Officer	Authorised to move a maximum of 30% between tasks within a work package up to a value of £100,000. Authorised to change the start or finish date of tasks by up to two months.	n/a
Strategic Transport Board	Authorised to move a maximum of 40% between tasks within a work package up to a value of £250,000. Authorised to change the start or finish date of tasks by up to three months.	Impact on delivery programme of more than two months must be agreed in consultation with JAQU.

¹⁹ May be subject to change, awaiting Cabinet sign off.

Corporate Director and Cabinet Member	<p>Authorised to move a maximum of 50% between tasks within a work package up to a value of £500,000.</p> <p>Authorised to change the start or finish date of tasks by up to six months.</p>	
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There may be a need to move funds from the change budget (risk allocation) to a work package. All requests must follow the authorisation levels as set out for the changes within a work package above.

During the implementation of the project, there may need to be a transfer of funds between work packages. Surplus funds held within in a work package will need to be transferred to the change budget before being reallocated, and be supported by a change request.

Where works are delivered under an NEC contract there are specified periods of reply which need to be achieved. These response periods have been built into the contract to drive good practice and ensure that changes are agreed and valued as they occur and avoid storing up problems for the end of a contract. The process in summary is as follows:

Action by	Response by	Period
Contractor submits Compensation Event	CCC Project Manager; rejects giving reasons or accepts and instructs quotations	1 week
If PM does not respond, contractor may notify lack of response		
	No response from PM is deemed to be acceptance of CE	2 weeks
Contractor to submit quotations when instructed by PM		3 weeks
	PM to respond to quotations	2 weeks
If PM does not respond, contractor may notify lack of response		
	No response from PM is deemed to be acceptance of quotation	2 weeks

Should changes occur, either as a result of a change notified by the contractor or a change identified by the project manager, the PM will seek the appropriate level of authority for the change in a timely fashion to ensure compliance with the NEC periods.

5.7.3. Changes in Scope

During implementation, the scope of some elements may change, particularly those which are still undergoing development in design. Any significant changes from those set out in the business case are likely to impact outcomes.

Scope changes will be classed as minor or major. Minor changes will require a change request and approval following the change process detailed in the table above.

Requests to make a major scope change will need to be submitted to the Project Board for authorisation, accompanied by an Exception Report.

CCC recognise the requirement to consult JAQU on any significant change to the scope of the project. If the change is likely to result in a significant change of scope then this will be raised at the AQ Programme Board with JAQU for their guidance prior to submitting the change request to JAQU for authorisation.

For the purposes of this project, a major change is considered to be:

- A request to move funds or delivery timescales within a work package that exceeds Cabinet approval.
- A request to move funds from the change (risk allocation) budget to a work package that exceeds Cabinet Member approval levels.
- A request to stop or remove a task order, or to add a new task order.

5.8. Risk Management Strategy

A risk register has been maintained throughout the business case development, and the latest is included in Appendix H.

The risk register is a live document that is continually revisited and updated throughout the life of the project, ensuring that risks can be minimised through on-going monitoring and mitigated through effective programme management and partnership working across the wider stakeholders. The risk register is a standing agenda

item for PB meetings, with any substantive changes to risk ratings, or to the risks identified, being brought to the PB for discussion. The key risks all relate to the following three areas: deliverability of the preferred option, political acceptance of required option and cost uncertainties of preferred option.

In order to support the infrastructure costings as presented in the financial case, a Quantified Risk Assessment has been undertaken as part of procurement works for the infrastructure elements of the project. More detail is included within the Commercial Case, and risk allowance has been included in the Financial Case.

5.9. Benefits Realisation Strategy and Monitoring and Evaluation Plan

Evaluation and monitoring throughout the delivery of the programme is crucial to ensure benefits are realised. The implementation and operational phases of the programme will be the subject of a Monitoring and Evaluation Plan. A monitoring framework needs to be in place to enable evaluation. The Monitoring and Evaluation note provided by JAQU makes clear that the primary focus for Local Authorities is monitoring of measures rather than evaluation.

Given the importance of compliance, monitoring is planned to commence during construction of the measures and continue through to after compliance is achieved. The proposed approach is included in Appendix I. The costs relating to the monitoring requirements are detailed in the Financial Case of this FBC. Where possible, permanent traffic count loops will be installed to allow continuous/more flexible monitoring. This would be a comparable cost to the assumed costs in the financial case (temporary counts four times a year for the duration).

The proposed approach is designed to assess whether the outputs and impacts of the scheme deliver the desired benefits (outcomes) and overarching objectives. The evaluation element will include covering a range of process and impact evaluation.

Appendix A. Modelled exceedances of EU limit values in 2021

This appendix presents the forecast exceedances at various hot spot locations around the Coventry urban area. This information is taken from the baseline local air quality modelling.

Table A-1 - PCM Exceedance Locations in 2021 Air Quality Modelling Results – Do-Minimum Scenario

Census ID	Modelled Roadside Annual Mean NO ₂ Concentration (µg/m ³)													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7647	67.44	65.02	62.44	59.62	56.74	54.23	51.79	49.36	46.96	44.62	42.28	39.98	37.70	35.42
37731	44.19	43.39	42.60	41.74	41.13	39.53	38.03	36.56	35.12	33.77	32.45	31.17	29.95	28.76

Note: Values in **bold** denote exceedances of annual mean NO₂ EU limit value

Table A-2 - Non-PCM Exceedance Locations in 2021 Air Quality Modelling Results – Do-Minimum Scenario

Street Name	Modelled Roadside Annual Mean NO ₂ Concentration (µg/m ³)													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Little Park Street	49.10	47.30	45.34	43.11	40.95	39.21	37.53	35.87	34.20	32.60	31.01	29.44	27.89	26.35
Foleshill Road	56.86	54.42	51.76	48.82	45.75	43.72	41.74	39.81	37.86	35.98	34.12	32.28	30.47	28.68

Note: Values in **bold** denote exceedances of annual mean NO₂ EU limit value

Appendix B. Indicative source apportionment

Table B-1 - Indicative Source Apportionment at PCM link exceedance locations in 2021

PCM Census ID	Total NO ₂	Road NO ₂	Background NO ₂	Estimated Contribution to Annual Mean NO ₂ (µg/m ³)								
				Petrol cars	Diesel cars	Black cab taxis	Petrol LGVs	Diesel LGVs	Rigid HGVs	Artic HGVs	Buses	Coaches
7647	56.7	37.3	19.4	2.3	18.9	2.9	0.0	6.6	1.5	0.6	2.4	2.1
37731	41.1	20.2	20.9	1.6	12.0	1.8	0.1	3.3	0.5	0.2	0.0	0.7

Table B-2 - Indicative Source Apportionment at non-PCM link exceedance locations in 2021

Street Name	Total NO ₂	Road NO ₂	Background NO ₂	Estimated Contribution to Annual Mean NO ₂ (µg/m ³)								
				Petrol cars	Diesel cars	Black cab taxis	Petrol LGVs	Diesel LGVs	Rigid HGVs	Artic HGVs	Buses	Coaches
Foleshill Road	45.8	27.2	18.6	1.4	11.9	1.7	0.2	2.9	1.5	0.6	4.9	2.2
Little Park Street	41	20.1	20.9	0.6	5.2	0.7	0.1	0.7	0.5	0.2	11.3	0.8

Appendix D. Consultation Report

Appendix E. MCA Framework

This appendix presents the MCA framework, which was developed using the primary and secondary critical factors. This framework was used to further refine the long list of packaged options into a short list of options to take forward to OBC stage.

CRITICAL FACTORS	SUCCESS	CONSIDERATIONS
(PRIMARY) Compliance (Meeting the NO ₂ Levels in the shortest possible time)		<i>Is this option likely to reduce the annual mean NO₂ concentration levels below 40µg/m³?</i>
		<i>In which year is compliance achieved?</i>
		<i>Is this option likely to reduce the annual mean NO₂ concentration levels below 40µg/m³, if combined with another option? [Answer to this question should not be used for the pass/fail scoring]</i>
		<i>Is the option compliant?</i>
(A) Does this option improve the overall economy and job prospects, within Coventry?		<i>Does this option improve the overall economy within Coventry?</i>
		<i>Does this option improve job prospects and create jobs within Coventry?</i>
		<i>Overall economy</i>
(B) How does this option align with and support the strategic and wider air quality fit?		<i>Does this option fit and or compliment other existing, Council wide, planned policies, particularly within the Local Plan? Including: - public realm, accessibility, culture, innovation and safer community</i>
		<i>How does this option affect overall exposure and to what extent does it reduce overall exposure?</i>
		<i>Does it improve health and wellbeing of residents and visitors, by reducing NO₂ emissions?</i>
		<i>Overall strategic and wider air quality fit</i>
(C) Is there a well-developed supply side, who have the capacity and capability to deliver this option?		<i>Who will deliver the solution (LA, external party or both)?</i>
		<i>Who will be the lead organisation for the delivery of this option?</i>
		<i>Are there capable contractors available to deliver this option?</i>
		<i>Is there a sufficiently well-developed market to support the efficient delivery of this option?</i>
		<i>Overall supply side and capability score</i>
(D) Is this option affordable both in the short and long run?		<i>How affordable is this option in the short run taking account of capital costs? I.e. JAQU would prefer cheaper options over more expensive solutions.</i>
		<i>What is the affordability of this option in the long run taking account of operating and maintenance costs?</i>
		<i>How will this option be funded (public, private or a mix of funding sources)?</i>
		<i>Are there any other potential funding sources, for this option?</i>
		<i>Overall affordability score</i>

(E) How achievable is this option given the existing market limitations and constraints?	<i>Can this option be delivered at a local scale?</i>
	<i>Given the market limitations, are there adequate resources available to manage and implement such a solution successfully?</i>
	<i>Is this option based on proven/existing technology?</i>
	<i>Overall achievability score</i>
(F) What is the overall distributional impact of this option?	<i>Does this option significantly affect one or more of particular groups of stakeholders, particularly vulnerable groups?</i>
	<i>Does the option displace the air quality issues elsewhere, and particularly impact deprived areas and communities?</i>
	<i>Is there a potential to insure some groups against the detrimental impacts of the option?</i>
	<i>Does this option have an impact on health inequalities?</i>
	<i>Overall distributional impact score</i>
(G) Does this option provide value for money	<i>Do the likely benefits of this option exceed the costs?</i>
	<i>Has the option been designed effectively while maximising benefits?</i>
	<i>Overall value for money score</i>

Appendix F. MCA Methodology and results (as of OBC)

MCA methodology

This appendix provides further details on the sifting methodology and can be read in conjunction with the Economic Case if further detail is required on the methodology.

1. Sifting methodology and workshop

Each of the long list of packaged options were given final scores, with clearly recorded rationale during a workshop on the 20th February 2018 at CCC offices. However, prior to the workshop, the study team scored each of the options, providing rationale. This was done to ensure that the workshop ran smoothly by smoothing out any potential problems in the MCA. Furthermore, the prior scoring allowed the project team to firm up on the advantages and disadvantages for each option, which enabled discussion and challenge during the workshop.

While, scoring the options, each option was compared against the criteria set out in the MCA and equal weightings were applied to each of the secondary CSF, with a view on agreeing/changing the weightings for the secondary CSF during the workshop.

The workshop was attended by various specialists within the study team and represented by a number of departments within CCC.

2. Outcomes from the sifting workshop

During the workshop, there were a few recommendations provided by the attendees, to develop more rounded and complete options, which were taken on board by the study team to develop an initial shortlist of options which passed the primary CSF and scored well against the secondary CSFs. The following recommendations were provided by the attendees:

1. The weightings recommended for each secondary CSF were discussed and it was agreed that these should remain equally weighted.
2. Packaged option 13 (introducing a workplace parking levy in Coventry) would be undeliverable in the timescales. As such, this package was adjusted to a fail but it was agreed that other elements of the packaged option (option 38 - work with employers to improve their travel plans) should still be included within another package.
3. An option based around the use of low emission LGVs for last mile delivery should be added to the long list of options, which was added and scored following the workshop taking account of the discussions during the workshop.
4. It was agreed that the cycling options fail, as part of other options, as they were currently packaged and presented at the workshop. However, it was recommended that they should be combined with travel planning to make them more effective. Furthermore, a more focussed and more deliverable cycling package was added and scored taking account of discussions with CCC during and following the workshop.
5. It was recommended that packaged option (P9 – Improve bus transport) should be designed to be more effective by including within it, the following:
 - a. Integrated public transport ticketing and cross border ticketing
 - b. A faster and more direct bus service between Coventry and Solihull/Warwickshire
6. Packaged option (P7 – better marketing and campaigning) should remain as an overall strategy for all options to make each option more effective.
7. Packaged option (P10 - Implement measures to make certain roads(routes) traffic free including infrastructure changes) should remain in the final shortlist, whatever the score may be as the NO₂ exceedances on Holyhead Road are very high and this option may be the only way forward at the location.

The initial shortlisted packaged options have come out of the sifting process as options which are likely to help CCC achieve NO₂ compliance in the shortest possible time. However, it was also recommended that these packaged options can and should be re-assembled and re-packaged to make them more effective at reducing NO₂ emissions in the Coventry urban area.

Table 4 - Initial shortlisted packaged options

PACKAGED OPTION	DESCRIPTION	COMPLIANCE	SECONDARY CSF SCORE
P9	3 - Improve public transport connectivity to the Ricoh Arena 4 - A more frequent and better-quality bus service along key routes 35 - Integrated PT ticketing and cross border ticketing 5 - A faster and more direct bus service between Coventry and Solihull/Warwickshire 12 - Enhance the CCC marketing, incentivising and campaign strategy	PASS	10.00
P26	49 - Low emission LGV vehicles for last mile delivery. 12 - Enhance the CCC marketing, incentivising and campaign strategy	PASS	10.00
P14	38 - Work with employers to improve their travel plans 39 - Develop and provide a mobile application to improve travel planning (early MaaS) 45 - Provide driver behaviour training 17 - Promote and increase the use of car clubs and car hire schemes 7 - Implement measures to incentivise behaviour change 18 - Promote and implement measures to increase car sharing 15 - Implement measures to increase office sharing to increase car sharing 48 - Improve wayfinding for walking 19 - Improve cycle security 28 - Improve cycling and pedestrian facilities 42 - Develop a strategic cycle network 12 - Enhance the CCC marketing, incentivising and campaign strategy	PASS	8.00
P15	40 - Work with schools to improve their travel plans 45 - Provide driver behaviour training 17 - Promote and increase the use of car clubs and car hire schemes 7 - Implement measures to incentivise behaviour change 19 - Improve cycle security 28 - Improve cycling and pedestrian facilities 42 - Develop a strategic cycle network 12 - Enhance the CCC marketing, incentivising and campaign strategy	PASS	7.00
P24	25 - Increasing the number of electric taxi charging points 32 - Incentivise the uptake of low emission taxis 36 - Review and update existing taxi licensing policies 12 - Enhance the CCC marketing, incentivising and campaign strategy	PASS	7.00
P18	8 - Take a more strategic approach to road improvements 37 - Install and update traffic control systems using more intelligent programming 50 - Implement better traffic management measures at issue roads (routes) 12 - Enhance the CCC marketing, incentivising and campaign strategy	PASS	6.00
P21	16 - Promote and implement the use of additional low emission buses 12 - Enhance the CCC marketing, incentivising and campaign strategy	PASS	5.00

P27	28 - Improve cycling and pedestrian facilities 42 - Develop a strategic cycle network 19 - Improve cycle security 20 - Increase cycle hire 12 - Enhance the CCC marketing, incentivising and campaign strategy	PASS	5.00
P10	9 - Implement measures to significantly reduce traffic on certain roads (routes), including infrastructure changes. 21 - Capture and use data to influence route choice 12 - Enhance the CCC marketing, incentivising and campaign strategy	PASS	-5.00

The long list of packaged options, which failed on compliance and or scored poorly against the secondary CSFs are shown in Table 5 and are not recommended to be taken any further. The 'Action Taken' column suggests any actions which have been taken following on from recommendations during the workshop. Full details of the scores for each of the long list of packaged options, along with rationale can be found below.

Table 5 - Failed packaged options

PACKAGE	DESCRIPTION	COMPLIANCE	SECONDARY CSF SCORE	ACTION TAKEN
P8	1 - Develop and implement priority lanes	FAIL	-4.00	
P6	27 - MaaS (Mobility as a Service) 35 - Integrated PT ticketing and cross border ticketing	Fail	-3.00	Option 35 has been added to Package 9. Option 39 includes early Maas measures as full MaaS is not possible.
P16	10 - Integrated online shopping delivery 33 - Integrate and restrict the delivery of goods to business	FAIL	-2.00	
P1	19 - Improve cycle security	FAIL	1.00	New package added (P27) and this option has also been added to travel planning measures
P2	11 - Improve facilities along Coventry Canal to increase canal side walking and cycling activity. 28 - Improve cycling and pedestrian facilities 46 - Improve and increase green space 48 - Improve wayfinding for walking	FAIL	1.00	New package added (P27) and Option 28. added to travel planning measures
P13	26 - Introduce a workplace parking levy in Coventry 38 - Work with employers to improve their travel plans	FAIL	1.00	Option 38 is included within travel planning measures
P19	13 - Promote and support businesses to encourage more agile working 14 - Improve broadband coverage, speed and quality	FAIL	1.00	
P3	42 - Develop a strategic cycle network 43 - Implement cycle superhighways within Coventry	FAIL	2.00	New package added (P27) and Option 42. added to travel planning measures
P5	6 - Promote and incentivise the use electric cycles for long distance commuting.	FAIL	2.00	
P23	2 - Retro-fit existing cars with low emission engines 24 - Improve electric vehicle charging infrastructure available to private car users	FAIL	2.00	

P11	29 - Implement more Park and Ride 47 - Increase parking charges	FAIL	3.00	
P20	41 - Schools to implement and provide school buses	FAIL	3.00	
P25	31 - Increase rail service frequency between Coventry and Warwickshire.	FAIL	6.00	
P4	20 - Increase cycle hire	FAIL	9.00	New cycling package added (P27) which includes cycle hire.
P12	5 - A faster and more direct bus service between Coventry and Solihull/Warwickshire	FAIL	9.00	Option 5 has been added to Package 9

3.1. MCA Scores/Rationale for Each Packaged Option

This appendix provides the full details of the scores given in the MCA sifting process and the rationale.

		P21	P22	P23	P24	
CRITICAL SUCCESS FACTORS	CONSIDERATIONS	16 - Promote and implement the use of additional low emission buses	23 - Promote and support the uptake of low emission private vehicles 24 - Improve electric vehicle charging infrastructure available to private car users 44 - Incentivise and provide funding for electric cars	2 - Retro-fit existing cars with low emission engines 24 - Improve electric vehicle charging infrastructure available to private car users	25 - Increasing the number of electric taxi charging points 32 - Incentivise the uptake of low emission taxis 36 - Review and update existing taxi licensing policies	
		Targets the level of emissions from buses	Targets the level of emissions from new cars	Targets the level of emissions from cars by targeting existing cars	Targets the level of emissions from taxis	
(PRIMARY) Compliance (Meeting the NO ₂ Levels in the shortest possible time)	Is this option likely to reduce the annual mean NO ₂ concentration levels below 40µg/m ³ ?	Yes, this option is likely to reduce the NO ₂ emission levels in the issue areas as buses operate along these routes or nearby these routes. Furthermore, petrol/diesel buses are large contributors towards NO ₂ emissions and Coventry has an extensive bus network.	Yes, this option is likely to reduce the NO ₂ emission levels in the issue areas as cars operate along these routes or nearby these routes. Furthermore, petrol/diesel cars are large contributors towards NO ₂ emissions. There is a high uptake of new cars in the UK.	Yes, this option is likely to reduce the NO ₂ emission levels in the issue areas as existing cars operate along these routes or nearby these routes. Furthermore, petrol/diesel cars are large contributors towards NO ₂ emissions. There is a large number of high polluting existing cars in the Coventry urban area.	Yes, this option is likely to reduce the NO ₂ emission levels in the issue areas as existing taxis operate along these routes or nearby these routes. Furthermore, petrol/diesel taxis are large contributors towards NO ₂ emissions. There is a large number of high polluting taxis in the Coventry urban area.	
	In which year is compliance achieved?		As there are only around 200 electric vehicles in the city, the shift required from diesel / petrol to electric needs to be significant to have a large enough impact. This is a good long-term strategy; however, the option is unlikely to achieve the shift required in the timescales.	However, currently it is not technically possible to retrofit cars.		
	Is this option likely to reduce the annual mean NO ₂ concentration levels below 40µg/m ³ , if combined with another option? <i>[Answer to this question should not be used for the pass/fail scoring]</i>					
	Is the option compliant?	PASS	PASS	FAIL	PASS	
(A) Does this option	Does this option improve the overall economy within Coventry?	Neutral	Yes, as JLR is a big contributor to the Coventry economy and the company may provide some of the low emission cars.			

<p>Improve the overall economy and job prospects, within Coventry?</p>	<p>Does this option improve job prospects and create jobs within Coventry?</p>	<p>This option has the potential to create a small number of jobs to retro-fit and maintain the low emission buses.</p> <p>A new £80 million electric vehicle battery development facility will be built in Coventry, Warwickshire, aiming to make the UK "a world leader" in electric vehicle battery technology.</p>	<p>Yes, as JLR is a large provider of jobs in Coventry and the company may provide some of the low emission cars.</p> <p>A new £80 million electric vehicle battery development facility will be built in Coventry, Warwickshire, aiming to make the UK "a world leader" in electric vehicle battery technology.</p>	<p>This option has the potential to create a number of jobs to retro-fit and maintain the low emission cars.</p> <p>A new £80 million electric vehicle battery development facility will be built in Coventry, Warwickshire, aiming to make the UK "a world leader" in electric vehicle battery technology.</p>	<p>Yes, as The London Taxi Company is a large provider of jobs in Coventry and the company may provide some of the low emission Taxis.</p> <p>A new £80 million electric vehicle battery development facility will be built in Coventry, Warwickshire, aiming to make the UK "a world leader" in electric vehicle battery technology.</p>
	Overall economy	1	1	1	2
<p>(B) How does this option align with and support the strategic and wider air quality fit?</p>	<p>Does this option fit and or compliment other existing, Council wide, planned policies, particularly within the Local Plan? Including: - public realm, accessibility, culture, innovation and safer community</p>	<p>Using low emission buses throughout Coventry, will portray Coventry as an innovative city and give a clean and green image of the city</p>	<p>Using low emission cars and having the charging infrastructure throughout Coventry, will portray Coventry as an innovative city and give a clean and green image of the city</p>	<p>Using low emission cars and having the charging infrastructure throughout Coventry, will portray Coventry as an innovative city and give a clean and green image of the city</p>	<p>Using low emission Taxis and having the charging infrastructure throughout Coventry, will portray Coventry as an innovative city and give a clean and green image of the city</p>
	<p>How does this option affect overall exposure and to what extent does it reduce overall exposure?</p>	<p>This option will reduce overall exposure along bus routes, which are hotspots in the Coventry urban area.</p>	<p>This option will reduce overall exposure along busy routes, some of which are hotspots in the Coventry urban area.</p>	<p>This option will reduce overall exposure along busy routes, some of which are hotspots in the Coventry urban area.</p>	<p>This option will reduce overall exposure along busy routes, some of which are hotspots in the Coventry urban area.</p>
	<p>Does it improve health and wellbeing of residents and visitors, by reducing NO₂ emissions?</p>	<p>Yes, it is likely to reduce NO₂ emissions but only by a minimal amount.</p>	<p>Yes, it is likely to reduce NO₂ emissions, significantly due to the large number of car trips.</p>	<p>Yes, it is likely to reduce NO₂ emissions, significantly due to the large number of car trips.</p>	<p>Yes, it is likely to reduce NO₂ emissions, significantly due to the large number of taxi trips.</p>
	Overall strategic and wider air quality fit	0	2	2	2
<p>(C) Is there a well developed supply side, who have the capacity and capability to deliver this option?</p>	<p>Who will deliver the solution (LA, external party or both)?</p>	<p>This solution is likely to be delivered between both CCC and the bus operators and relies upon commitment from bus operators.</p>	<p>This solution is likely to be delivered between both CCC and technical contractors to design and deliver the charging infrastructure.</p>	<p>This solution is likely to be delivered between both CCC and technical contractors to design and deliver the charging infrastructure.</p>	<p>This solution is likely to be delivered between both CCC and technical contractors to design and deliver the charging infrastructure and the taxi drivers.</p>
	<p>Who will be the lead organisation for the delivery of this option?</p>	<p>Lead organisation is likely to be the bus operator</p>	<p>Lead organisation is likely to be CCC, who will act as client and programme manager.</p>	<p>Lead organisation is likely to be CCC, who will act as client and programme manager.</p>	<p>Lead organisation is likely to be CCC, who will act as client and programme manager.</p>
	<p>Are there capable contractors available to deliver this option?</p>	<p>Yes there are, as retro-fitting of buses with low emission is currently under way in Coventry and other parts of the UK.</p>	<p>Yes there are, many car manufacturers who sell low emission cars and companies who can supply and fit the charging infrastructure.</p> <p>However, there is likely to be a power supply issues if the shift from petrol/diesel to electric vehicles is achieved.</p>	<p>Yes there are, many car manufacturers who sell low emission cars and companies who can supply and fit the charging infrastructure.</p> <p>However, there is likely to be a power supply issues if the shift from petrol/diesel to electric vehicles is achieved.</p>	<p>Yes, taxi manufacturers sell low emission taxis and companies who can supply and fit the charging infrastructure. This is currently underway in Coventry, with 39 charging points for taxis, already.</p>

	<i>Is there a sufficiently well-developed market to support the efficient delivery of this option?</i>	Yes, there are, as retro-fitting of buses with low emission is currently under way in Coventry and other parts of the UK.	Yes, the market for low emission cars and associated infrastructure is well developed and buoyant.	Yes, the market for retro-fitting low emission cars is proven technology, although difficult to implement in some cars, and associated infrastructure is well developed and buoyant.	Yes, the market for retro-fitting and selling low emission taxis is proven technology, although difficult to implement in some cars, and associated infrastructure is well developed and buoyant.
	<i>Overall supply side and capability score</i>	1	-1	-1	1
(D) Is this option affordable both in the short and long run?	<i>How affordable is this option in the short run taking account of capital costs? I.e. JAQU would prefer cheaper options over more expensive solutions.</i>	This is a relatively cheap option as the initial cost of buses can be outweighed against lower operating costs during the operating life of the bus.	This is likely to be an expensive solution, although some costs will be outweighed by lower vehicle operating costs. However, this will be a benefit to private users.	This is likely to be an expensive solution, although some costs will be outweighed by lower vehicle operating costs. However, this will be a benefit to private users.	This is likely to be an expensive solution, although some costs will be outweighed by lower vehicle operating costs. However, this will be a benefit to taxi drivers.
	<i>What is the affordability of this option in the long run taking account of operating and maintenance costs?</i>	Lower operating and maintenance costs as low emission buses do not require as much petrol/diesel.	Lower operating and maintenance costs as low emission cars do not require as much petrol/diesel.	Lower operating and maintenance costs as low emission cars do not require as much petrol/diesel.	Lower operating and maintenance costs as low emission taxis do not require as much petrol/diesel.
	<i>How will this option be funded (public, private or a mix of funding sources)?</i>	This option is likely to be funded by public sector funding with some potential match funding from bus operators.	This option is likely to be funded by public sector funding as well as owners of the vehicles.	This option is likely to be funded by public sector funding as well as owners of the vehicles.	This option is likely to be funded by public sector funding as well as owners of the vehicles.
	<i>Are there any other potential funding sources, for this option?</i>	Match funding from bus operators.	Potential low emission funding sources need to be investigated.	Potential low emission funding sources need to be investigated.	Potential low emission funding sources need to be investigated.
	<i>Overall affordability score</i>	2	-1	-1	-1
(E) How achievable is this option given the existing market limitations and constraints?	<i>Can this option be delivered at a local scale?</i>	Yes, this is already underway in Coventry	Yes, this is already underway in Coventry	This has not yet been tested, however, potential is there. However, many owners may be reluctant to change due to costs.	Implementing taxi charging infrastructure is already underway in Coventry. 6 charging points to be delivered by end of 2018 and 39 by the end of 2019. It may be difficult to change policy.
	<i>Given the market limitations, are there adequate resources available to manage and implement such a solution successfully?</i>	Potential that there are not enough resources in the market place if there are a significant number of orders around the rest of the UK	Potential that there are not enough resources in the market place if there are a significant number of orders around the rest of the UK	Potential that there are not enough resources in the market place if there are a significant number of orders around the rest of the UK	Potential that there are not enough resources in the market place if there are a significant number of orders around the rest of the UK
	<i>Is this option based on proven/existing technology?</i>	Yes, this is proven technology and in use throughout the UK	Yes, this is proven technology and in use throughout the UK	Proven technology and in use	Proven technology and in use.
	<i>Overall achievability score</i>	1	-2	-1	1
(F) What is the	<i>Does this option significantly affect one or more of particular groups of stakeholders, particularly vulnerable groups?</i>	Neutral	Poorer communities are unlikely to be able to afford this option	Poorer communities are unlikely to be able to afford this option	Poorer taxi drivers are unlikely to be able to afford this option

Overall distributional Impact of this option?	<i>Does the option displace the air quality issues elsewhere, and particularly impact deprived areas and communities?</i>	No, as it reduces the amount of emissions from buses.	No, as it reduces the amount of emissions from new cars.	No, as it reduces the amount of emissions from existing cars.	No, as it reduces the amount of emissions from existing taxis.
	<i>Is there a potential to insure some groups against the detrimental impacts of the option?</i>	N/A	N/A		Taxis drivers required to uptake low emission taxis due to policy change can be provided with additional funding, if they can demonstrate that they are not able to afford the option.
	<i>Does this option have an impact on health inequalities?</i>	Yes, many of the buses operate in more deprived parts of Coventry. Hence, low emission buses are likely to improve health inequalities in these parts of Coventry.	Yes, many of the cars operate in more deprived parts of Coventry. Hence, low emission new cars are likely to improve health inequalities in these parts of Coventry.	Yes, many of the cars operate in more deprived parts of Coventry. Hence, low emission existing cars are likely to improve health inequalities in these parts of Coventry.	Neutral
	<i>Overall distributional impact score</i>	1	1	2	1

(G) Does this option provide value for money	<i>Do the likely benefits of this option exceed the costs?</i>	This option is likely to improve health and the option may attract a higher patronage on the bus network. However, as 75% of the buses are already funded for and are to be completed by 2021. The remaining 25% of buses are unlikely to have a big enough impact and may not be along the problem routes.	This option is likely to improve improved health and reduce vehicle operating costs. However, the initial high capital costs are like to be very high. Furthermore, as there are only around 200 electric vehicles in the city, the shift required from diesel / petrol to electric needs to be significant to have a large enough impact. This is a good long-term strategy, however, the option is unlikely to achieve the shift required in the timescales.	The benefits of this option are likely to be extensive due to improved health and lower vehicle operating costs. However, the initial high capital costs are like to be very high.	The benefits of this option are likely to be extensive due to improved health and lower vehicle operating costs. However, the initial high capital costs are like to be high.
	<i>Has the option been designed effectively while maximising benefits?</i>				
	<i>Overall value for money score</i>	-1	-2	0	1
	<i>Overall Score</i>	5.00	-2.00	2.00	7.00

		P12	P25	P13	P19	P20
CRITICAL SUCCESS FACTORS	CONSIDERATIONS	5 - A faster and more direct bus service between Coventry and Solihull/Warwickshire	31 - Increase rail service frequency between Coventry and Warwickshire.	26 - Introduce a workplace parking levy in Coventry 38 - Work with employers to improve their travel plans	13 - Promote and support businesses to encourage more agile working 14 - Improve broadband coverage, speed and quality	41 - Schools to implement and provide school buses
		Targets commuter car trips by improving public transport	Targets commuter car trips by improving public transport	Targets commuter car trips by focussing on business	Targets peak hour car trips by changing time of travel	Targets peak hour car trips by reducing the number of trips
(PRIMARY) Compliance (Meeting the NO ₂ Levels in the shortest possible time)	Is this option likely to reduce the annual mean NO ₂ concentration levels below 40µg/m ³ ?	Yes, this option is likely to reduce the annual mean NO ₂ concentration levels for a number of reasons: - currently a significant number of commuters between Coventry and Warwick and Coventry and Solihull for work. However, the public transport service is poor. Furthermore, 80-90% of commuters between these origin and destinations travel as car drivers or passengers (as shown in the Coventry City Council report 2015, "Coventry and Warwickshire Commuter Movements"). - Therefore, reducing the mode share from car to public transport can significantly reduce car trips.	Currently a significant number of commuters between Coventry and Warwick and Coventry and Solihull for work. However, the public transport service is poor. Furthermore, 80-90% of commuters between these origin and destinations travel as car drivers or passengers (as shown in the Coventry City Council report 2015, "Coventry and Warwickshire Commuter Movements"). Therefore, reducing the mode share from car to public transport can significantly reduce car trips.	The 2011 Census data showed that there are approximately 150,000 commuters who commuted within Coventry or into Coventry and the overall mode share of the car (including passenger) is approximately 67%. Hence, implementing this option is likely to impact on a large number of trips if delivered effectively.	Working from home risen from 1.44% in 1981 to 7.35% in 2011 as shown in the 2011 Census data. If more can be done to increase this percentage further than commuter trips would reduce vehicle commuter journeys (particularly the car). Many jobs in Coventry require people at the location of business (as a high percentage of jobs in Coventry is in manufacturing, retail, education and health).	Statistics from the 'Education Data Team Key Statistics Report', Coventry City Council, February 2017 shows that there were approximately 55,000 (33,000 - primary and 22,000 - secondary) children in education in the Coventry area in 2015/16. The 'National Travel Survey 2014' from the DfT suggests that approximately 46% of 5-10 year olds and 23% of 11-16 year olds travel to school by car. The use of the car is the second most popular mode of travel after walking. Hence, providing school buses is likely to impact on a large number of car trips (max 40,000 car trips per school day) and reduce the mode share for the car.
	In which year is compliance achieved?		However, this option is unlikely to achieve the required reductions in NO ₂ in the timeframe as a doubling of the rail service is already planned for by the end of 2019 and any further increase to the rail service is unlikely to occur in the shortest possible time.	However, changing driver behaviour and implementing a workplace levy is likely to take a long time (due to legal framework etc) and achieving NO ₂ emission targets in the shortest possible time may not be possible.	The slow increase in 'working from home' from 1981 to 2011 is a sign that we are unlikely to achieve NO ₂ emission targets in the shortest possible time.	Difficult plan and timetable effectively and will have limited impact.
	Is this option likely to reduce the annual mean NO ₂ concentration levels below 40µg/m ³ , if combined with another option? [Answer to this question should not be used for the pass/fail scoring]	This option combined with another option is likely to achieve a greater reduction in the NO ₂ in the shortest possible timeframe.			Option 'No. 38 - Work with employers to improve their travel plans', should be combined with another option to make it effective.	

	Is the option compliant?	PASS	FAIL	FAIL	FAIL	FAIL
(A) Does this option improve the overall economy and job prospects, within Coventry?	Does this option improve the overall economy within Coventry?	Yes, improving public transport frequency can allow more people to access jobs in Coventry, which they were not able to otherwise. Hence, improving the economy by attracting a higher and more skilled labour pool.	Yes, improving public transport frequency can allow more people to access jobs in Coventry, which they were not able to otherwise. Hence, improving the economy by attracting a higher and more skilled labour pool.	A workplace parking levy may result in some employers relocating elsewhere to retain or attract staff, therefore impacting on the local economy. However, this may be minimal.	More people may start working as they can balance their lifestyle around more easily, hence improving the local economy. Faster broadband makes people more effective.	Providing school buses will allow some parents, who otherwise worked reduced hours or zero hours, to work more and or take up employment. This will have a positive impact on the local economy.
	Does this option improve job prospects and create jobs within Coventry?			A workplace parking levy may result in some employers relocating elsewhere to retain or attract staff, hence reducing the overall number of jobs.	Neutral	Additional school buses will create a small number of new jobs for drivers and alike.
	Overall economy	1	1	-1	1	1
(B) How does this option align with and support the strategic and wider air quality fit?	Does this option fit and or compliment other existing, Council wide, planned policies, particularly within the Local Plan? Including: - public realm, accessibility, culture, innovation and safer community	Improves accessibility to jobs for a wider community.	Improves accessibility to jobs for a wider community.	Some commuters may choose not to work as they cannot afford the levy. This is more likely to impact on the poorer community.	Improves accessibility to jobs for a wider community.	Improves accessibility as certain families will have improved access to public transport. This option improved community safety as children have access to a safe transport mode to school.
	How does this option affect overall exposure and to what extent does it reduce overall exposure?	This can significantly impact overall exposure, in a positive way, due to the large number of existing commuter movements between the destinations	This can significantly impact overall exposure, in a positive way, due to the large number of existing commuter movements between the destinations	This solution can reduce overall exposure significantly, especially along busy commuter routes as fewer people may use the car for commuting.	This solution can reduce overall exposure, especially along busy commuter routes as fewer people may use the car for commuting.	This solution can reduce overall exposure, especially along busy commuter routes as fewer people may use the car for travelling to school.
	Does it improve health and wellbeing of residents and visitors, by reducing NO ₂ emissions?	Yes, reducing NO ₂ exposure is beneficial to health and reducing these commuter movements is likely to alleviate the pressure on some the hotspots including Holyhead and the A429	Yes, reducing NO ₂ exposure is beneficial to health and reducing these commuter movements is likely to alleviate the pressure on some the hotspots including Holyhead and the A429	This solution can reduce overall exposure significantly, especially along busy commuter routes as fewer people may use the car for commuting. This will improve health inequalities as the more deprived communities are located along these routes.	Yes, reducing NO ₂ exposure is beneficial to health and reducing these commuter movements is likely to alleviate the pressure on some the hotspots.	Yes, reducing NO ₂ exposure is beneficial to health and reducing these school car trips is likely to alleviate the pressure on some the hotspots.
	Overall strategic and wider air quality fit	2	2	0	1	1
(C) Is there a well developed supply side, who have	Who will deliver the solution (LA, external party or both)?	CCC with co-operation from bus operators.	CCC with co-operation from bus train operators and Network Rail.	CCC in liaison with local business	CCC in liaison with local business and National Government and contractors for broadband infrastructure.	CCC in liaison with schools and bus operators.
	Who will be the lead organisation for the delivery of this option?	CCC	CCC	CCC for the levy and the businesses will deliver a more effective travel plan.	CCC in liaison with local business and National Government and contractors for broadband infrastructure.	CCC
	Are there capable contractors available to deliver this option?	Yes, as not much new infrastructure is required. Many of the changes required include timetabling changes etc.	Yes, as not much new infrastructure is required. Many of the changes required include timetabling changes etc.	Yes	Yes	Yes

the capacity and capability to deliver this option?	Is there a sufficiently well developed market to support the efficient delivery of this option?	Yes	Yes	Yes	Yes	Yes, providing school buses is common practice across parts of the UK.
	Overall supply side and capability score	1	1	1	1	1
(D) Is this option affordable both in the short and long run?	How affordable is this option in the short run taking account of capital costs? I.e. JAQU would prefer cheaper options over more expensive solutions.	This is relatively cheap option as not new infrastructure is required.	This is relatively cheap option as not new infrastructure is required.	Relatively cheap option to implement as it is policy and behaviour change, largely. However, additional staff may be require to administer the levy.	Implementing a better broadband coverage will require significant cost. However, this may already be happening and has happened.	Initial costs are likely to be high due to capital costs of the buses.
	What is the affordability of this option in the long run taking account of operating and maintenance costs?	Long run operating costs can be met by additional public transport revenue. Fewer car trips can result in less maintenance on the road network.	Long run operating costs can be met by additional public transport revenue. Fewer car trips can result in less maintenance on the road network.	Costs to employ administration staff will not be funded in the long run.	Relatively cheap option as broadband is likely to be funded by national Government.	Operating costs can be met by revenue from bus operation.
	How will this option be funded (public, private or a mix of funding sources)?	Public funding to implement the changes with revenue to cover longer term operating costs.	Public funding to implement the changes with revenue to cover longer term operating costs.	Public sector funding initially with levy revenue in the long run.	Public and some private investment from telecommunications companies	Initial investment will be public.
	Are there any other potential funding sources, for this option?				National Government for Broadband	Potential match funding from bus operators.
	Overall affordability score	1	1	2	1	-1
(E) How achievable is this option given the existing market limitations and constraints?	Can this option be delivered at a local scale?	Yes, but will require liaison with bus operators.	Yes, but will require liaison with train operators and Network Rail. However, this is unlikely to achieved in the timescales as long lead times are required for rail timetable changes.	It can de delivered however, it will be difficult to implement a levy politically and it will also be difficult to impact on behaviour change. However, it has running in Nottingham for 3 years now and generating revenue	It can de delivered however, it will be difficult to impact on behaviour change and many jobs require people at the location of business (as a high percentage of jobs in Coventry is in manufacturing, retail, education and health). Broadband improvements will require liaison with national Government.	Yes, but will require liaison with bus operators and schools.
	Given the market limitations, are there adequate resources available to manage and implement such a solution successfully?	Running additional services on the rail network may be restricted by existing timetabling constraints.	Running additional services on the rail network may be restricted by existing timetabling constraints.			Yes, there are many bus operators and schools across Coventry who can be approached.
	Is this option based on proven/existing technology?	N/A	N/A		Yes high speed broadband is a proven technology	Yes, this is common practice across other parts of the UK.
	Overall achievability score	1	-2	-1	-2	1
(F) What is the overall	Does this option significantly affect one or more of particular groups of stakeholders, particularly vulnerable groups?	Will make certain jobs and locations accessible to a wider community (specifically the deprived as public transport is cheaper than private car)	Will make certain jobs and locations accessible to a wider community (specifically the deprived as public transport is cheaper than private car)	It may result in some poorer workers not working as they cannot afford the levy.	Will make certain jobs and locations accessible to a wider community.	Will make certain schools and locations accessible to a wider community (specifically the deprived as public transport is cheaper than private car), who otherwise were not

distributional impact of this option?					able to travel to these locations for education.	
	<i>Does the option displace the air quality issues elsewhere, and particularly impact deprived areas and communities?</i>	No, it reduces overall emissions.	No, it reduces overall emissions.	If commuters, work elsewhere and continue to travel by car then the issue is displaced elsewhere.	No, as it will reduce overall levels of emissions rather than displace.	No, it reduces overall emissions.
	<i>Is there a potential to insure some groups against the detrimental impacts of the option?</i>			Can excuse certain commuters from having to pay the levy for example if they have no other reasonable method for travelling into work.		
	<i>Does this option have an impact on health inequalities?</i>	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)	Will improve health inequalities as commuter trips reduced in the deprived areas.	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)
	Overall distributional impact score	2	2	-1	1	1
(G) Does this option provide value for money	<i>Do the likely benefits of this option exceed the costs?</i>	Cheap solution to implement and bus revenue will be generated. However, rail changes are expensive.	Cheap solution to implement and bus revenue will be generated. However, rail changes are expensive.	Cheap solution to implement and levy revenue will be generated. However, option may have negative impact on business and jobs.	Broadband is expensive to implement, although it may already be funded and the impacts of this overall option is likely to be minimal.	Initial capital costs for the purchase of buses are high, however, operational costs can be met by bus revenue. However, impact may be minimal.
	<i>Has the option been designed effectively while maximising benefits?</i>					
	Overall value for money score	1	1	1	-2	-1
	Overall Score	9.00	6.00	1.00	1.00	3.00

		P16	P26	P17
CRITICAL SUCCESS FACTORS	CONSIDERATIONS	10 - Integrated online shopping delivery 33 - Integrate and restrict the delivery of goods to business	49 - Low emission LGV vehicles for last mile delivery.	30 - Incentivise large suppliers/retailers/manufacturers to transport more goods by rail. 34 - Plan and develop freight consolidation centres 33 - Integrate and restrict the delivery of goods to business
		Targets LGV trips	Targets LGV trips	Targets HGV trips
PRIMARY) Compliance (Meeting the NO ₂ Levels in the shortest possible time)	Is this option likely to reduce the annual mean NO ₂ concentration levels below 40µg/m ² ?	Yes, it will reduce the NO ₂ emissions. However, the impact is likely to be small.	Yes, it will reduce the NO ₂ emissions and the impact is likely to be large as initial local modelling suggest that a large contributor of the NO ₂ emissions in Coventry is the diesel LGV.	Yes the impact is likely to be large as HGVs are large contributors to NO ₂ emissions in the Coventry area.
	In which year is compliance achieved?	Minimal impact, hence it is unlikely to meet targets by the compliance year	This option is likely to meet targets by the compliance year as electric vehicles are fairly cheap (comparable to diesel LGVs) and re common.	It will be possible to deliver freight consolidation centres in the timeframe, if the land is available.
	Is this option likely to reduce the annual mean NO ₂ concentration levels below 40µg/m ³ , if combined with another option? <i>[Answer to this question should not be used for the pass/fail scoring]</i>			
	Is the option compliant?	FAIL	PASS	PASS
(A) Does this option improve the overall economy and job prospects, within Coventry?	Does this option improve the overall economy within Coventry?	This is likely to impact negatively on businesses, which rely on timely delivery of goods including retailers.		This is likely to impact negatively on businesses, which rely on timely delivery of goods including retailers.
	Does this option improve job prospects and create jobs within Coventry?	Integrating deliveries may mean fewer delivery jobs available. Furthermore, restricting delivery times may mean fewer delivery drivers willing to work.	A new £80 million electric vehicle battery development facility will be built in Coventry, Warwickshire, aiming to make the UK "a world leader" in electric vehicle battery technology.	Can create jobs in the rail freight delivery sector and within the consolidation centres. However, fewer HGV drivers may be required.
	Overall economy	-2	1	-1
(B) How does this option align	Does this option fit and or compliment other existing, Council wide, planned policies, particularly within the Local Plan? Including: - public realm, accessibility, culture, innovation and safer community	Integrating online delivery will require an innovative approach.	Using low emission LGVs throughout Coventry, will portray Coventry as an innovative city and give a clean and green image of the city	Fewer HGVs will result in a safer community as HGVs are contributors towards road accidents. Fewer HGVs will improve the image of Coventry.

with support and wider air quality fit?	How does this option affect overall exposure and to what extent does it reduce overall exposure?	It will reduce exposure, although it is likely to be minimal.	This option will reduce overall exposure along busy routes, which are hotspots in the Coventry urban area.	It will reduce exposure significantly, although it will be in the long run.
	Does it improve health and wellbeing of residents and visitors, by reducing NO ₂ emissions?	Yes, but impact is likely to be minimal.	Yes, it is likely to reduce NO ₂ emissions, significantly	Yes, in the long run.
	Overall strategic and wider air quality fit	1	2	1
(C) Is there a well developed supply side, who have the capacity and capability to deliver this option?	Who will deliver the solution (LA, external party or both)?	This will need to be delivered mainly by business (who rely on large volumes of delivery)	This solution is likely to be delivered between both CCC and businesses.	CCC can act as programme manager. However, there will be reliance on Network Rail, Freight Operating Companies, road hauliers and technical consultants and contractors to design and deliver the consolidation centres.
	Who will be the lead organisation for the delivery of this option?	CCC can act as programme manager and implement policy change.	Lead organisation is likely to be Coventry to co-ordinate and manage	CCC can act as programme manager and implement policy change.
	Are there capable contractors available to deliver this option?	Yes, there are many delivery companies, hauliers and retailers who can work together to implement. However, co-operation will be difficult to implement.	Yes there are already some businesses using low emission LGVs for delivery.	Yes, there are many delivery companies, hauliers and retailers who can work together to implement. The transport of freight by rail is well developed in the UK.
	Is there a sufficiently well-developed market to support the efficient delivery of this option?	Yes, there are many delivery companies, hauliers and retailers who can work together to implement. However, co-operation will be difficult to implement.	Low emission LGVs are already in use in Coventry.	Yes, there are many delivery companies, hauliers and retailers who can work together to implement. The transport of freight by rail is well developed in the UK.
	Overall supply side and capability score	0	2	1
(D) Is this option affordable both in the short and long run?	How affordable is this option in the short run taking account of capital costs? I.e. JAQU would prefer cheaper options over more expensive solutions.	It is relatively cheap option to implement in the short run, however, there may be large negative impacts on business in the long run.	This is a relatively cheap option as the initial cost of LGVs can be outweighed against lower operating costs during the operating life of the bus.	Freight consolidation centres will be expensive to implement and restricting delivery times may impact on business in the long run. However, transporting bulk freight by rail is cheaper in the long run.
	What is the affordability of this option in the long run taking account of operating and maintenance costs?	There may be large negative impacts on business in the long run due to lower business as customers may not get products as early as planned.	Lower operating and maintenance costs as low emission LGVs do not require as much petrol/diesel.	Restricting delivery times may impact on business in the long run. Transporting bulk freight by rail is cheaper in the long run.
	How will this option be funded (public, private or a mix of funding sources)?	There could be some funding for business to co-operate, however, private business are likely to foot the bill.	This option is likely to be funded by some public sector funding with private funding from businesses.	Both public and private funding will be required as it is an expensive option.
	Are there any other potential funding sources, for this option?		Businesses funding the LGVs	
	Overall affordability score	1	2	-1
(E) How achievable is this option given the existing market	Can this option be delivered at a local scale?	Co-operation between business may be difficult to obtain as they are in the business of making a profit by providing a good service/product.	Yes, this is already underway in Coventry	Co-operation between business may be difficult to obtain as they are in the business of making a profit by providing a good service/product. Getting delivery slots by rail from exact origin to destination points are difficult due to fixed rail infrastructure.
	Given the market limitations, are there adequate resources available to manage and implement such a solution successfully?		Potential that there are not enough resources in the market place if there are a significant number of orders around the rest of the UK	

limitations and constraints?	<i>Is this option based on proven/existing technology?</i>	Certain places around the world do take a more integrated approach, however, a lot of co-operation and government intervention is required.	Yes, this is proven technology and in use throughout the UK	Certain places around the world do take a more integrated approach, however, a lot of co-operation and government intervention is required.
	<i>Overall achievability score</i>	-1	1	-1
(F) What is the overall distributional impact of this option?	<i>Does this option significantly affect one or more of particular groups of stakeholders, particularly vulnerable groups?</i>		Neutral	
	<i>Does the option displace the air quality issues elsewhere, and particularly impact deprived areas and communities?</i>	Restriction of delivery times may displace the air quality issue during another time of the day.	No, as it reduces the amount of emissions from buses.	Restriction of delivery times may displace the air quality issue during another time of the day. However, using rail freight will help reduce overall NO ₂ emissions.
	<i>Is there a potential to insure some groups against the detrimental impacts of the option?</i>		N/A	
	<i>Does this option have an impact on health inequalities?</i>		Yes, many of the diesel LGVs operate in more deprived parts of Coventry. Hence, low emission buses are likely to improve health inequalities in these parts of Coventry.	
	<i>Overall distributional impact score</i>	0	1	0
(G) Does this option provide value for money	<i>Do the likely benefits of this option exceed the costs?</i>	Both benefits and costs in the short run are minimal. However, the impact business in the long run is likely to be negative.	The benefits of this option are likely to be extensive due to improved health and lower vehicle operating costs. The initial capital costs are like to be high, but can be funded by businesses	The costs of developing consolidation centres are likely to large. However, the impact business in the long run is likely to be negative.
	<i>Has the option been designed effectively while maximising benefits?</i>			
	<i>Overall value for money score</i>	-1	1	-1
	<i>Overall Score</i>	-2.00	10.00	-2.00

		P1	P2	P3	P27	P4	P5
CRITICAL SUCCESS FACTORS	CONSIDERATIONS	19 - Improve cycle security	11 - Improve facilities along Coventry Canal to increase canal side walking and cycling activity. 28 - Improve cycling and pedestrian facilities 46 - Improve and increase green space 48 - Improve wayfinding for walking	42 - Develop a strategic cycle network 43 - Implement cycle superhighways within Coventry	28 - Improve cycling and pedestrian facilities 42 - Develop a strategic cycle network 19 - Improve cycle security 20 - Increase cycle hire	20 - Increase cycle hire	6 - Promote and incentivise the use of electric cycles for long distance commuting.
		Encourages walking and cycling mode share, hence, reducing vehicle trips	Encourages walking and cycling mode share, hence, reducing vehicle trips	Encourages walking and cycling mode share, hence, reducing vehicle trips	Encourages walking and cycling mode share, hence, reducing vehicle trips	Increasing access to cycles, hence increasing mode share.	Encourages walking and cycling mode share, hence, reducing vehicle trips
(PRIMARY) Compliance (Meeting the NO ₂ Levels in the shortest possible time)	<i>Is this option likely to reduce the annual mean NO₂ concentration levels below 40µg/m³?</i>	As a percentage of all the commuter movements in Coventry the cycling mode share in 2011 Census data is only 2.84%. This is a decline from the 1981 percentage of 4.63%. Hence, trying to increase the declining cycling culture via a minor intervention will be difficult. Hence, the positive impact on NO ₂ emissions will be minimal.	As a percentage of all the commuter movements in Coventry the cycling mode share in 2011 Census data is only 2.84%. This is a decline from the 1981 percentage of 4.63%. Hence, trying to increase the declining cycling culture via a minor intervention will be difficult. Hence, the positive impact on NO ₂ emissions will be minimal.	As a percentage of all the commuter movements in Coventry the cycling mode share in 2011 Census data is only 2.84%. This is a decline from the 1981 percentage of 4.63%. Trying to increase the declining cycling culture via this major intervention will be more likely than a minor intervention. Success of such schemes can be seen in London.	As a percentage of all the commuter movements in Coventry the cycling mode share in 2011 Census data is only 2.84%. This is a decline from the 1981 percentage of 4.63%. Trying to increase the cycling culture via this combined intervention is likely in the shortest possible time due to the broad range of cycling measures. Success of such schemes can be seen in London.	As a percentage of all the commuter movements in Coventry the cycling mode share in 2011 Census data is only 2.84%. This is a decline from the 1981 percentage of 4.63%. Trying to increase the declining cycling culture via this major intervention will be more likely than a minor intervention. Success of such schemes can be seen in London.	As a percentage of all the commuter movements in Coventry the cycling mode share in 2011 Census data is only 2.84%. This is a decline from the 1981 percentage of 4.63%. Hence, trying to increase the declining cycling culture via a minor intervention will be difficult. Hence, the positive impact on NO ₂ emissions will be minimal. Furthermore, although we are seeing an increase the length of distances travelled by cyclists, the majority of trips are shorter trips i.e. commuting movements within Coventry.

	<i>In which year is compliance achieved?</i>	Unlikely to achieve compliance in the shortest possible time.	Unlikely to achieve compliance in the shortest possible time.	Has the potential to achieve compliance, however, this will be difficult in the shortest possible time as implementing cycling superhighways takes a long time. This can be observed from places like London. However, getting a high mode share is difficult.	Has the potential to achieve compliance in the shortest possible time as a combined option of various cycling and walking measures.	Has the potential to achieve compliance. However, getting the large mode shift from car to cycling is difficult.	Unlikely to achieve compliance in the shortest possible time.
	<i>Is this option likely to reduce the annual mean NO₂ concentration levels below 40µg/m³, if combined with another option? [Answer to this question should not be used for the pass/fail scoring]</i>	Fails on its own, but can be combined with travel planning measures to make it more effective or possibly as one larger cycling package	No 28. fails on its own, but can be combined with travel planning measures to make it more effective or possibly as one larger cycling package	Fails on its own, but can be combined with travel planning measures to make it more effective or possibly as one larger cycling package			
	<i>Is the option compliant?</i>	FAIL	FAIL	FAIL	PASS	FAIL	FAIL
(A) Does this option improve the overall economy and job prospects, within Coventry?	<i>Does this option improve the overall economy within Coventry?</i>	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
	<i>Does this option improve job prospects and create jobs within Coventry?</i>	Some deprived members of the community may take up employment as cycling may their only affordable method of travel to work.	Some deprived members of the community may take up employment as cycling may their only affordable method of travel to work.	Some deprived members of the community may take up employment as cycling may their only affordable method of travel to work.	Some deprived members of the community may take up employment as cycling may their only affordable method of travel to work.	Some deprived members of the community may take up employment as cycling may their only affordable method of travel to work. The cycle hire scheme will need to manage and maintain, therefore creating some jobs.	Some deprived members of the community may take up employment as cycling may their only affordable method of travel to work.
	<i>Overall economy</i>	0	0	0	0	1	0
(B) How does this option align with and support the strategic and wider air quality fit?	<i>Does this option fit and or compliment other existing, Council wide, planned policies, particularly within the Local Plan? Including: - public realm, accessibility, culture, innovation and safer community</i>	Improves accessibility to jobs for a wider community.	Improves accessibility to jobs for a wider community.	Improves accessibility to jobs for a wider community.	Improves accessibility to jobs for a wider community.	Improves accessibility to jobs for a wider community.	Improves accessibility to jobs for a wider community.
	<i>How does this option affect overall exposure and to what extent does it reduce overall exposure?</i>	Can reduce overall exposure, although this is likely to minimal as the increase in cycling will be small.	Can reduce overall exposure, although this is likely to minimal as the increase in cycling will be small.	Can reduce overall exposure.	Can reduce overall exposure.	Can reduce overall exposure.	Can reduce overall exposure.

	<i>Does it improve health and wellbeing of residents and visitors, by reducing NO₂ emissions?</i>	Yes, reducing NO ₂ exposure is beneficial to health and reducing these car trips is likely to alleviate the pressure on some the hotspots. Increased physical activity will be a health benefit to the community.	Yes, reducing NO ₂ exposure is beneficial to health and reducing these car trips is likely to alleviate the pressure on some the hotspots. Increased physical activity will be a health benefit to the community.	Yes, reducing NO ₂ exposure is beneficial to health and reducing these car trips is likely to alleviate the pressure on some the hotspots. Increased physical activity will be a health benefit to the community.	Yes, reducing NO ₂ exposure is beneficial to health and reducing these car trips is likely to alleviate the pressure on some the hotspots. Increased physical activity will be a health benefit to the community.	Yes, reducing NO ₂ exposure is beneficial to health and reducing these car trips is likely to alleviate the pressure on some the hotspots. Increased physical activity will be a health benefit to the community.	Yes, reducing NO ₂ exposure is beneficial to health and reducing these car trips is likely to alleviate the pressure on some the hotspots. Increased physical activity will be a health benefit to the community.
	<i>Overall strategic and wider air quality fit</i>	1	1	2	2	2	1
(C) Is there a well developed supply side, who have the capacity and capability to deliver this option?	<i>Who will deliver the solution (LA, external party or both)?</i>	CCC with contractors and engineering consultants to deliver the required infrastructure	CCC with contractors and engineering consultants to deliver the required infrastructure. CCC already have a well-developed cycling infrastructure plan, with costs, to deliver.	CCC with contractors and engineering consultants to deliver the required infrastructure. CCC already have a well-developed cycling infrastructure plan, with costs, to deliver.	CCC with contractors and engineering consultants to deliver the required infrastructure. CCC already have a well-developed cycling infrastructure plan, with costs, to deliver.	CCC with contractors and engineering consultants to deliver the required infrastructure and new cycles	CCC.
	<i>Who will be the lead organisation for the delivery of this option?</i>	CCC	CCC	CCC	CCC	CCC	CCC
	<i>Are there capable contractors available to deliver this option?</i>	Yes	Yes	Yes	Yes	Yes	Yes
	<i>Is there a sufficiently well-developed market to support the efficient delivery of this option?</i>	Yes, as best practices from places like Cambridge can be used.	Yes, as best practices from places like Cambridge can be used.	Yes, as best practices from places like London can be used.	Yes, as best practices from places like London can be used.	Yes, as best practices from places like London can be used.	Yes, plenty of cycle retailers who sell electric cycles.
	<i>Overall supply side and capability score</i>	1	1	1	1	1	2
(D) Is this option affordable both in the short and long run?	<i>How affordable is this option in the short run taking account of capital costs? I.e. JAQU would prefer cheaper options over more expensive solutions.</i>	This option is likely to be expensive in the short run due to the required infrastructure changes and equipment required (to provide free of charge to cyclists)	This option is likely to be expensive in the short run due to the required infrastructure changes.	This option is likely to be very expensive in the short run due to the required infrastructure changes.	This option is likely to be expensive in the short run due to the required infrastructure changes.	This option is likely to be very expensive in the short run due to the required infrastructure changes.	This option is likely to be expensive in the short run as electric cycles may need to be funded or at least part funded.
	<i>What is the affordability of this option in the long run taking account of operating and maintenance costs?</i>	Additional cycling infrastructure will incur additional maintenance costs.	Additional cycling infrastructure will incur additional maintenance costs.	Additional cycling infrastructure will incur additional maintenance costs.	Additional cycling infrastructure will incur additional maintenance costs.	Additional cycling infrastructure will incur additional maintenance costs, but can be managed from the revenue generated through the cycle hire.	
	<i>How will this option be funded (public, private or a mix of funding sources)?</i>	Public sector					

	<i>Are there any other potential funding sources, for this option?</i>	Potential sources will need to be investigated.	Potential sources will need to be investigated.	Potential sources will need to be investigated.			
	Overall affordability score	-1	-1	-2	-1	1	-1
(E) How achievable is this option given the existing market limitations and constraints?	<i>Can this option be delivered at a local scale?</i>	Yes, as the new infrastructure and equipment is available easily.	Yes, as the new infrastructure and equipment is available easily.	Yes, as the new infrastructure and equipment is available easily.	Yes, as the new infrastructure and equipment is available easily. CCC already have a well-developed cycling infrastructure plan, with costs, to deliver.	Yes, as the new infrastructure and equipment is available easily. A cycle hire scheme is in development in Coventry and due to open in Summer 2018 and this scheme can be expanded upon.	Yes, plenty of cycle retailers who sell electric cycles.
	<i>Given the market limitations, are there adequate resources available to manage and implement such a solution successfully?</i>						
	<i>Is this option based on proven/existing technology?</i>	Yes, this is proven equipment and in use throughout the UK	Yes, this is proven equipment and in use throughout the UK	Yes, this is proven equipment and in use throughout the UK	Yes, this is proven equipment and in use throughout the UK	Yes, this is proven equipment and in use in London and will shortly be in use in Coventry.	
	Overall achievability score	1	1	1	1	2	1
(F) What is the overall distributional Impact of this option?	<i>Does this option significantly affect one or more of particular groups of stakeholders, particularly vulnerable groups?</i>	Will make certain jobs and locations accessible to a wider community.	Will make certain jobs and locations accessible to a wider community.	Will make certain jobs and locations accessible to a wider community.	Will make certain jobs and locations accessible to a wider community.	Will make certain jobs and locations accessible to a wider community.	Will make certain jobs and locations accessible to a wider community.
	<i>Does the option displace the air quality issues elsewhere, and particularly impact deprived areas and communities?</i>	No, it reduces overall emissions.	No, it reduces overall emissions.	No, it reduces overall emissions.			
	<i>Is there a potential to insure some groups against the detrimental impacts of the option?</i>						
	<i>Does this option have an impact on health inequalities?</i>	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)
	Overall distributional impact score	1	1	1	1	1	1

(G) Does this option provide value for money

<i>Do the likely benefits of this option exceed the costs?</i>	This option is likely to be expensive in the short run due to the required infrastructure changes and equipment required (to provide free of charge to cyclists). Furthermore, the positive impact of this option is likely to be minimal.	This option is likely to be expensive in the short run due to the required infrastructure changes. Furthermore, the positive impact of this option is likely to be minimal.	This option is likely to be expensive in the short run due to the required infrastructure changes.	This option is likely to be expensive in the short run due to the required infrastructure changes. However, it is likely to achieve the mode shift from car trips to reduce NO ₂ emissions as well as improve physical health.	This option is likely to be expensive in the short run due to the required infrastructure and cycles. However, revenue generated through the cycle hire could be lucrative, making it profitable.	This option is likely to be expensive in the short run due to the funding required of the cycles. Furthermore, the positive impact of this option is likely to be minimal.
<i>Has the option been designed effectively while maximising benefits?</i>						
Overall value for money score	-2	-2	-1	1	1	-2
Overall Score	1.00	1.00	2.00	5.00	9.00	2.00

		P8	P9	P10	P11
CRITICAL SUCCESS FACTORS	CONSIDERATIONS	1 - Develop and implement priority lanes	3 - Improve public transport connectivity to the Ricoh Arena 4 - A more frequent and better-quality bus service along key routes.	9 - Implement measures to significantly reduce traffic on certain roads (routes), including infrastructure changes. 21 - Capture and use data to influence route choice.	29 - Implement more Park and Ride 47 - Increase parking charges
		Targets car trips along hotspots	Reduces car trips along hotspots by improving bus transport	Reduces car trips along hotspots by removing traffic	Targets car trips along hotspots

(PRIMARY) Compliance (Meeting the NO ₂ Levels in the shortest possible time)	Is this option likely to reduce the annual mean NO ₂ concentration levels below 40µg/m ³ ?	This option can impact positively as some people will start sharing cars, therefore, reducing car trips along hotspots. However, many may choose a different route and displace the problem elsewhere. Bus operators and private car owners are likely to start using LEV to use the priority lanes and improve journey times.	Rugby team Wasps play their 12 home games at the Ricoh with an average attendance of 19,530 and League One football team Coventry City play their 23 home games with an average attendance of 9,118. Majority will travel by car as the train service to the Ricoh is not extensive. However, this is proving to be difficult at the moment as the line is diesel only and there is a shortage of available diesel rolling stock in the market. The line is due to be electrified as part of the electric spine scheme (which is experiencing delays at the moment due to lack of funding). The 2011 Census data showed that a majority of the commuter movements in Coventry (approx. 55%) is by car and only 11% is by bus, minibus or coach. Hence, improvements to reduce car trips and increase bus trips can have significant impact.	Although, this is likely to reduce issues at certain times in the hotspot areas it will only displace the issue elsewhere.	This option can impact positively as some people will start using the park and ride, therefore, reducing car trips along hotspots.
	In which year is compliance achieved?	This option is unlikely to achieve NO ₂ emission targets in the shortest possible time as planning and implement priority in the issue areas will be difficult as these routes are heavily constrained physically.	Although, we are unlikely to increase rail service to the Ricoh Arena in the shortest possible time, it will be possible to make improvements to bus service to reduce car trips and increase mode share.	Making certain routes traffic free will be difficult to implement in the shortest possible time. This may be the only option on Holyhead Road.	This option is unlikely to achieve the required reductions in NO ₂ emissions in the shortest possible time as the current availability of park and ride facility is minimal and the potential to grow this is minimal. Increasing parking charges in the timeframe, politically, would be difficult and the potential impact on the leisure offer.
	Is this option likely to reduce the annual mean NO ₂ concentration levels below 40µg/m ³ , if combined with another option? [Answer to this question should not be used for the pass/fail scoring]			This may be the only option on Holyhead Road.	
	Is the option compliant?	FAIL	PASS	PASS	FAIL
(A) Does this option improve the overall economy and job prospects, within Coventry?	Does this option improve the overall economy within Coventry?	Unlikely to improve the economy as many users of the road are likely to experience longer journey time due to reduced road space for a majority. Although, who are able to use the priority lanes will see improved journey times.	Yes, improving public transport frequency can allow more people to access jobs in Coventry, which they were not able to otherwise. Hence, improving the economy by attracting a higher and more skilled labour pool.	Unlikely to improve the economy as many users of the road are likely to experience longer journey time due to the restrictions and re-routing.	
	Does this option improve job prospects and create jobs within Coventry?	Neutral		Neutral	Yes, implementing park and ride can allow more people to access jobs in Coventry, which they were not able to otherwise. Hence, improving the economy by attracting a higher and more skilled labour pool.
	Overall economy	-1	1	-1	1

(B) How does this option align with and support the strategic and wider air quality fit?	Does this option fit and or compliment other existing, Council wide, planned policies, particularly within the Local Plan? Including: - public realm, accessibility, culture, innovation and safer community	Developing priority lanes can seen as innovative by other local authorities.	Improves accessibility to jobs for a wider community.	Implementing traffic free routes and using data and technology can be seen as innovative by other local authorities. Can improve safety in the traffic roads but issues elsewhere.	Improves accessibility to jobs for a wider community. Developing park and ride can be seen as innovative by other local authorities.
	How does this option affect overall exposure and to what extent does it reduce overall exposure?	Although, this option may reduce overall emission slightly due to increased car sharing and uptake of LEV and travel on public transport etc. It is more likely to displace the issue elsewhere (as many car users will re-route) and increased congestion due to reduced road space	This can significantly impact overall exposure, in a positive way, due to the large number of existing car trips along the hotspots.	This option is more likely to displace the issue elsewhere (as many car users will re-route) and increased congestion due to reduced road space for use at certain times.	This can significantly impact overall exposure, in a positive way, due to the large number of existing car trips along the hotspots.
	Does it improve health and wellbeing of residents and visitors, by reducing NO ₂ emissions?	Yes, slightly in hotspot areas. But can make it worse elsewhere due to displacement.	Yes, reducing NO ₂ exposure is beneficial to health and reducing these car trips is likely to alleviate the pressure on some the hotspots.	Yes, slightly in hotspot areas. But can make it worse elsewhere due to displacement.	Yes, reducing NO ₂ exposure is beneficial to health and reducing these commuter movements is likely to alleviate the pressure on some the hotspots.
	Overall strategic and wider air quality fit	-1	2	-1	1
(C) Is there a well developed supply side, who have the capacity and capability to deliver this option?	Who will deliver the solution (LA, external party or both)?	CCC with contractors and engineering consultants delivery the required infrastructure	CCC with co-operation from bus operators.	CCC with contractors and engineering consultants delivery the required infrastructure	CCC with contractors and engineering consultants delivery the required infrastructure. Liaison with bus operators and car park owners will be required.
	Who will be the lead organisation for the delivery of this option?	CCC	CCC	CCC	CCC
	Are there capable contractors available to deliver this option?	Yes	Yes, as not much new infrastructure is required. Many of the changes required include timetabling changes etc.	Yes	Yes
	Is there a sufficiently well developed market to support the efficient delivery of this option?	Yes, currently it is in practice in other cities.	Yes	Yes, as best practices from places like Barcelona can be used.	Yes, as best practices from other places across the UK such as Cambridge. It is already in place in Coventry.
	Overall supply side and capability score	1	1	1	1
(D) Is this option affordable both in	How affordable is this option in the short run taking account of capital costs? I.e. JAQU would prefer cheaper options over more expensive solutions.	This option is likely to be relatively cheap.	This is relatively cheap option as no new infrastructure is required, but additional LEV buses will be required.	This is relatively cheap option as no new infrastructure is required, but funding for data capture and app development will be required.	This option is likely to be expensive in the short run due to the required infrastructure to implement park and ride.
	What is the affordability of this option in the long run taking account of operating and maintenance costs?	Additional operating and maintenance costs is likely to be minimal due to some new road infrastructure.	Long run operating costs can be met by additional public transport revenue.	Additional operating and maintenance costs is likely to be minimal due to some new road infrastructure.	Long run operating costs can be met by additional public transport revenue.

the short and long run?			Fewer car trips can result in less maintenance on the road network.		Fewer car trips can result in less maintenance on the road network.
	How will this option be funded (public, private or a mix of funding sources)?	Public funding	Public funding to implement the changes with revenue to cover longer term operating costs.	Public funding	Public funding to implement the changes with revenue to cover longer term operating costs.
	Are there any other potential funding sources, for this option?	Unlikely		Unlikely	Bus operators can match fund.
	Overall affordability score	1	1	1	1
(E) How achievable is this option given the existing market limitations and constraints?	Can this option be delivered at a local scale?	Unlikely due to the lack of road space and constrained infrastructure and the political will.	Yes, but will require liaison with bus and train operators and Network Rail.	Unlikely due to the lack of road space and constrained infrastructure.	Not likely to be achievable in the required timescales due to the lack of potential for park and ride growth and political support for parking charge increases.
	Given the market limitations, are there adequate resources available to manage and implement such a solution successfully?		Running additional services on the rail network may be restricted due to lack diesel trains in the marketplace.		
	Is this option based on proven/existing technology?	Yes, currently it is in practice in other cities.	N/A	Yes, currently it is in practice in Barcelona.	Yes, currently it is in practice across the UK.
	Overall achievability score	-2	1	-2	-2
(F) What is the overall distributional Impact of this option?	Does this option significantly affect one or more of particular groups of stakeholders, particularly vulnerable groups?	People who are unable to car share due to their origin/destination points or buy LEV may experience journey times. However, public transport may become better as a result.	Will make certain jobs and locations accessible to a wider community (specifically the deprived as public transport is cheaper than private car)		Will make certain jobs and locations accessible to a wider community.
	Does the option displace the air quality issues elsewhere, and particularly impact deprived areas and communities?	Very likely to displace the air quality elsewhere.	No, it reduces overall emissions.	Very likely to displace the air quality elsewhere. (poorer areas)	No, it reduces overall emissions.
	Is there a potential to insure some groups against the detrimental impacts of the option?				
	Does this option have an impact on health inequalities?	May improve health inequalities in hotspot areas, but will impact on health inequalities, negatively, elsewhere due to displacement.	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)	May improve health inequalities in hotspot areas, but will impact on health inequalities, negatively, elsewhere due to displacement.	Yes, can improve due to fewer car trips in the hotspots areas (which are more deprived)
	Overall distributional impact score	0	2	-2	2

(G)
Does this option provide value for money

Do the likely benefits of this option exceed the costs?	Relatively cheap to implement and the benefits may not be as high. Furthermore, many are likely to experience increased journey times, hence negatively impacting the economy.	Cheap solution to implement and bus revenue will be generated.	Cheap solution to implement but the benefits are likely to be minimal. It could raise issues elsewhere.	Costs to implement is relatively cheap and generates revenue. Also need for centre city centre parking may not be required any longer. However, potential impact on the leisure offer is likely to be negative.
Has the option been designed effectively while maximising benefits?				
Overall value for money score	-2	2	-1	-1
Overall Score	-4.00	10.00	-5.00	3.00

		P6	P7	P14	P15	P18
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CRITICAL SUCCESS FACTORS	CONSIDERATIONS	27 - MaaS (Mobility as a Service) 35 - Integrated PT ticketing and cross border ticketing	12 - Enhance the CCC marketing and campaign strategy. 22 - Public display of air quality data, issues and impacts.	38 - Work with employers to improve their travel plans 39 - Develop and provide a mobile application to improve travel planning (early MaaS) 45 - Provide driver behaviour training 17 - Promote and increase the use of car clubs and car hire schemes 7 - Implement measures to incentivise behaviour change 18 - Promote and implement measures to increase car sharing 15 - Implement measures to increase office sharing to increase car sharing 48 - Improve wayfinding for walking	40 - Work with schools to improve their travel plans 45 - Provide driver behaviour training 17 - Promote and increase the use of car clubs and car hire schemes 7 - Implement measures to incentivise behaviour change	8 - Take a more strategic approach to road improvements 37 - Install and update traffic control systems using more intelligent programming 50 - Implement better traffic management measures at issue roads (routes)
		Increase public transport patronage	Marketing and campaigning	Targets driver behaviour for business	Targets driver behaviour for schools	Targets journey efficiency
(PRIMARY) Compliance (Meeting the NO ₂ Levels in the shortest possible time)	<i>Is this option likely to reduce the annual mean NO₂ concentration levels below 40µg/m³?</i>	This option can impact positively as the option is likely to increase public transport patronage and reduce mode share from the car.	This option is likely to have a positive impact; however, the impact is likely to be minimal as soft measures rely upon behaviour change.	This package is made up of a number of ideas targeting behaviour change and increasing more sustainable transport modes. As a package this is likely to be effective in reducing NO ₂ emissions by targeting business activity and commuters.	This package is made up of a number of ideas targeting behaviour change and increasing more sustainable transport modes. As a package this is likely to be effective in reducing NO ₂ emissions by targeting travel to and from schools.	Using SCOOT traffic systems is part of the early measures work and it is anticipated that this type of technology can reduce NO ₂ emissions, which result from inefficient journeys. Take a more strategic road works can result in more efficient journeys throughout and fewer construction traffic.
	<i>In which year is compliance achieved?</i>	However, this option is unlikely to achieve NO ₂ emission targets in the shortest possible time as planning and implementing MaaS and more integrating ticketing is gradual and requires large investment into infrastructure and technology.	For this option to work, co-operation and behaviour change from the community is required. However, this is likely to be slow and minimal.	As the package includes a number of options, it is likely to have sufficient impact to reduce the NO ₂ emissions below the threshold levels.	As the package includes a number of options, it is likely to have sufficient impact to reduce the NO ₂ emissions below the threshold levels. However, the potential is smaller	

					than it is for commuter and business activity.	
	<i>Is this option likely to reduce the annual mean NO₂ concentration levels below 40µg/m³, if combined with another option? [Answer to this question should not be used for the pass/fail scoring]</i>	Option No. 35 should be combined with P9. Combine Option No. 27 into Option No.39	Option No. 12 is a supporting strategy for all successful packages.			
	<i>Is the option compliant?</i>	FAIL	FAIL	PASS	PASS	PASS
(A) Does this option improve the overall economy and job prospects, within Coventry?	<i>Does this option improve the overall economy within Coventry?</i>	Yes, improving public transport connectivity can allow more people to access jobs in Coventry, which they were not able to, otherwise. Hence, improving the economy by attracting a higher and more skilled labour pool.	Neutral	Yes, promoting and incentivising sustainable transport modes and providing additional resources and training to the community can allow more people to access jobs in Coventry, which they were not able to, otherwise. Hence, improving the economy by attracting a higher and more skilled labour pool.	Yes, promoting and incentivising sustainable transport modes and providing additional resources and training to the community can allow more people to access jobs and better education in Coventry, which they were not able to, otherwise.	This option has the potential to reduce journey times and congestion. This will impact positively to the local economy as people can be more productive.
	<i>Does this option improve job prospects and create jobs within Coventry?</i>		Neutral			
	<i>Overall economy</i>	1	0	1	1	1
(B) How does this option align with and support the strategic and wider air quality fit?	<i>Does this option fit and or compliment other existing, Council wide, planned policies, particularly within the Local Plan? Including: - public realm, accessibility, culture, innovation and safer community</i>	Implementing MaaS and integrated ticketing throughout Coventry, will portray Coventry as an innovative city and give a clean and green image of the city. It will improve accessibly for some members of the community.	Can use the marketing and campaigning to send out strong messages about policies and improve the image of Coventry.	Implementing all of these measures, will portray Coventry as an innovative city and give a clean and green image of the city. It will improve accessibly for some members of the community.	Implementing all of these measures, will portray Coventry as an innovative city and give a clean and green image of the city. It will improve accessibly for some members of the community.	Implementing this option, will portray Coventry as an innovative city and give a clean and green image of the city.
	<i>How does this option affect overall exposure and to what extent does it reduce overall exposure?</i>	This option will reduce overall exposure, if there is an increase in mode share for public transport.	Can have a small positive impact.	This option will reduce overall exposure, if there is an decrease in car trips.	This option will reduce overall exposure, if there is an decrease in car trips.	This option will reduce overall exposure, due to more efficient journeys.
	<i>Does it improve health and wellbeing of residents and visitors, by reducing NO₂ emissions?</i>	Yes, it is likely to reduce NO ₂ emissions, significantly	Can have a small positive impact.	Yes, it is likely to reduce NO ₂ emissions, significantly	Yes, it is likely to reduce NO ₂ emissions, significantly	Yes, it is likely to reduce NO ₂ emissions.
	<i>Overall strategic and wider air quality fit</i>	2	1	1	1	1

(C) Is there a well-developed supply side, who have the capacity and capability to deliver this option?	<i>Who will deliver the solution (LA, external party or both)?</i>	CCC with co-operation from bus operators, train operators, other local authorities and Network Rail.	CCC with the help of marketing organisations.	CCC in liaison with local business and possibly DVLA for driver training.	CCC in liaison with schools and possibly DVLA for driver training.	CCC with contractors and engineering consultants delivery the required traffic infrastructure
	<i>Who will be the lead organisation for the delivery of this option?</i>	CCC	CCC	CCC	CCC	CCC
	<i>Are there capable contractors available to deliver this option?</i>	MaaS is in research and trial phase at the moment and is a while before it becomes common practice.	Not much additional infrastructure is required and currently Coventry already collect air quality data.	Yes	Yes	Yes
	<i>Is there a sufficiently well-developed market to support the efficient delivery of this option?</i>	Not yet to deliver MaaS	N/A	Yes, this type of campaigning and travel planning activity is currently undertaken by some business in Coventry.	Yes, this type of campaigning and travel planning activity is currently undertaken by some business in Coventry.	Yes, currently SCOOT is in practice in other cities and can be delivered effectively.
	<i>Overall supply side and capability score</i>	-2	1	1	1	1
(D) Is this option affordable both in the short and long run?	<i>How affordable is this option in the short run taking account of capital costs? I.e. JAQU would prefer cheaper options over more expensive solutions.</i>	This will require large scale infrastructure and technology investment.	Well-developed and effective marketing and campaigning can be costly.	Relatively cheap option to implement as it is policy and behaviour change, largely. However, additional capital will be required to provide driver training and develop travel planning module application.	Relatively cheap option to implement as it is policy and behaviour change, largely. However, additional capital will be required to provide driver training.	This option is likely to be expensive in the short run due to the required infrastructure and traffic equipment.
	<i>What is the affordability of this option in the long run taking account of operating and maintenance costs?</i>	Operation and maintenance costs will increase to manage the infrastructure and the technology. However, additional revenue from increased public transport usage may compensate.				Long run additional operating costs and maintenance costs due to the additional equipment.
	<i>How will this option be funded (public, private or a mix of funding sources)?</i>	This will require public funding with some possibility of funding from Network Rail, other local authorities and bus and train operators.	Public sector	Public sector funding with possible support from local business.	Public sector funding with possible support from local schools.	Public funding
	<i>Are there any other potential funding sources, for this option?</i>					
	<i>Overall affordability score</i>	-2	-1	1	1	-1
(E) How achievable is this option given the existing market	<i>Can this option be delivered at a local scale?</i>	This requires co-operation between local authorities, bus and train operators, Network Rail and possibly national Government to be delivered effectively.	Can largely be delivered by CCC with possible assistance from marketing agencies.	Yes, with the help of local business.	Yes, with the help of local schools.	Yes, with the help of technical consultants and contractors to deliver the infrastructure
	<i>Given the market limitations, are there adequate resources available to manage and implement such a solution successfully?</i>	Not yet to deliver MaaS		Yes, sufficient level of expertise exist within CCC and local businesses.	Yes, sufficient level of expertise exist within CCC and local schools.	This type of infrastructure is common and readily available.

limitations and constraints?	<i>Is this option based on proven/existing technology?</i>	Integrating ticket is common place, such as the London Oyster card. However, MaaS is in research and development phase.		Yes, good travel planning, driver training and behaviour change campaigns are common practice	Yes, good travel planning, driver training and behaviour change campaigns are common practice	
	Overall achievability score	-2	1	1	1	1
(F) What is the overall distributional impact of this option?	<i>Does this option significantly affect one or more of particular groups of stakeholders, particularly vulnerable groups?</i>	Will make certain jobs and locations accessible to a wider community (specifically the deprived as public transport is cheaper than private car)				
	<i>Does the option displace the air quality issues elsewhere, and particularly impact deprived areas and communities?</i>	No, it reduces overall emissions.		No, it reduces overall emissions.	No, it reduces overall emissions.	No, it reduces overall emissions.
	<i>Is there a potential to insure some groups against the detrimental impacts of the option?</i>					
	<i>Does this option have an impact on health inequalities?</i>	Yes, can improve due to fewer car trips.	Yes, can improve due to fewer car trips along hotspot areas as well as behaviour change	Yes, can improve due to fewer car trips.	Yes, can improve due to fewer car trips.	Yes, will improve due to lower emissions overall
	Overall distributional impact score	2	1	1	1	1
(G) Does this option provide value for money	<i>Do the likely benefits of this option exceed the costs?</i>	Costs to implement are high and uptake is likely to be slow.	The benefits of the scheme are likely to be minimal.	Relatively cheap option with potential for a good amount of benefits.	Relatively cheap option with potential for a good amount of benefits.	Although, the required infrastructure may be expensive, this option is likely to provide good value for money, due to reduced congestion and NO ₂ emissions.
	<i>Has the option been designed effectively while maximising benefits?</i>					
	Overall value for money score	-2	-2	2	1	2
Overall Score	-3.00	1.00	8.00	7.00	6.00	

Appendix G. Delivery Programme

Appendix H. Risk Register

Appendix I. Monitoring and Evaluation Plan



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D I R E C T I O N

ENVIRONMENT ACT 1995

**Environment Act 1995 (Coventry City Council) Air Quality
Direction 2020**

The Secretary of State, in exercise of the power conferred by section 85(5) of the Environment Act 1995(a), gives the following direction.

In accordance with section 85(6) a copy of this direction will be published in the London Gazette.

The Secretary of State makes this direction having determined that it is necessary in order to meet obligations placed upon the UK under the EU Ambient Air Quality Directive(b).

Citation, commencement and application

1.—(1) This direction may be cited as the Environment Act 1995 (Coventry City Council) Air Quality Direction 2020 and comes into force on the day after it is made.

(2) This direction applies to Coventry City Council.

Interpretation

2. In this direction—

“AQP” means the UK plan for tackling roadside nitrogen dioxide concentrations 2017, drawn up by the Secretary of State in accordance with regulation 26(1) of the Air Quality Standards Regulations 2010(c);

“the authority” means Coventry City Council;

“full business case” means a document that sets out the commercial and contractual arrangements, affordability, and management arrangements to ensure successful delivery of the scheme detailed in the local plan for NO₂ compliance;

“local plan for NO₂ compliance” means the detailed scheme which the authority identified as part of the AQP to deliver compliance with the legal limit value for nitrogen dioxide in the shortest possible time that was supplanted by additional modelling provided to the Secretary of State and was approved by the Secretary of State on 12 February 2020 and is summarised in Schedule 1.

“local transport policies” has the meaning given by section 108(5) of the 2000 Act(d).

(a) 1995 c25.

(b) 2008/50/EC OJ No. L 152, 11.06.08, p.1.

(c) S.I. 2010/1001. A copy of the plan is available at: <https://www.gov.uk/government/publications/air-quality-plan-for-nitrogen-dioxide-no2-in-uk-2017>.

(d) Section 108(5) was inserted by section 7(1) and (2) of the Local Transport Act 2008 (c.26).

Revocation of previous direction

3. The Environment Act 1995 (Coventry City Council) Air Quality Direction 2019 is hereby revoked.

Duty to implement the local plan for NO₂ compliance

4.—(1) The authority must take steps to implement the local plan for NO₂ compliance for the area for which it is responsible.

(2) The authority must ensure that the local plan for NO₂ compliance is implemented so that—

- (a) compliance with the legal limit value for nitrogen dioxide is achieved in the shortest possible time, and by 2021 at the latest;
- (b) exposure to levels above the legal limit for nitrogen dioxide are reduced as quickly as possible.

Duty to prepare and submit a full business case

5.—(1) The authority must prepare a full business case for the areas for which it is responsible.

(2) The full business case must be submitted to the Secretary of State as soon as possible and by 19 June 2020 at the latest.

Inquiry in respect of a full business case

6.—(1) The authority must only exercise its power to hold a local inquiry in relation to any scheme in its full business case in accordance with this Article.

(2) The authority may only hold a local inquiry if it is necessary to do so, notwithstanding any other opportunities which the authority has or could have provided for representations to be made in relation to the scheme.

(3) Before an inquiry is held in accordance with paragraph (2), the authority must consult the Secretary of State and—

- (a) submit to the Secretary of State reasons why the authority believes an inquiry is necessary,
- (b) submit a proposed timetable for the completion of the inquiry, and
- (c) inform the Secretary of State whether the inquiry will be in addition to or instead of any other opportunity to make representations about the scheme identified in the full business case.

(4) Where the authority consults the Secretary of State under paragraph (3), the authority can only begin the inquiry if it has received consent from the Secretary of State including for the timetable for the completion of the inquiry.

(5) In this direction, a reference to holding a local inquiry includes a reference to causing a local inquiry to be held.

Submission of the full business case to the Secretary of State

7. When submitting the full business case, the authority must provide the Secretary of State with the following information—

- (a) the date on which it is proposed that the scheme identified in the full business case will come into effect;
- (b) confirmation that all public consultation necessary in respect of the scheme identified in the full business case, has been completed;
- (c) a summary of any responses received in response to any consultation and of the changes (if any) made to the scheme identified in the full business case following that consultation;

- (d) confirmation that the scheme facilitates the achievement of the local transport policies (where applicable) which apply in the authority's area;
- (e) confirmation—
 - (i) that no local inquiry under has been held or is due to be held, or
 - (ii) that a local inquiry has taken place in accordance with the consent and timetable agreed by the Secretary of State under Article 6 of this Direction.

Variation, revocation or suspension

8. The authority must not vary, revoke or suspend its implementation of the local plan for NO₂ compliance pursuant to Article 4, without the prior written consent of the Secretary of State.

Guidance

9. The authority, in taking steps under this direction, must have regard to relevant guidance issued by the Secretary of State.



Rebecca Pow MP

Parliamentary Under Secretary of State for the Environment
Department for the Environment Food & Rural Affairs

12 February 2020

SCHEDULE 1

Article 4

Summary of local plan for NO₂ compliance measures

<i>Measures description</i>	<i>Deadlines</i>
Package of non-charging measures, including: <ul style="list-style-type: none"> - Capacity improvements on the B4106 through Spon End; - Capacity improvements at Junction 7 on the Ring Road (A4053/B4106); - Opening of Upper Hill Street onto the A4053 Ring Road giving left in/left out access to the Ring Road via the anti-clockwise on-slip road at Junction 8; - Closure of Barras Lane between the A4114 Holyhead Road and Coundon Road/Upper Hill Street; - Peak time traffic restrictions and additional interpeak time traffic restrictions on the 	To be implemented as soon as possible and at least in time to bring forward compliance to 2021

eastern section of A4114
Holyhead Road on the
approach to Junction 8;
-Engagement initiative (travel
planning) with schools,
businesses and communities
along the Holyhead Road
corridor to encourage mode
shift;
Construction of a segregated
cycle route linking Coundon
with the city centre along
Coundon Road/Upper Hill
Street;
-Banning right turn from
Cash's Lane onto Foleshill
Road;
-HGV ban on part of Foleshill
Road;
-Assigning electric buses to
Foleshill Road.

EXPLANATORY NOTE

(This note is not part of the direction)

This direction directs Coventry City Council, and for the purposes of this direction is referred to as “the authority”, to implement its local plan for NO₂ compliance and to provide a full business case, in connection with duties in respect of air quality under Part 4 of the Environment Act 1995 and as part of the UK plan for tackling roadside nitrogen dioxide concentrations 2017. The local plan for NO₂ compliance for which further modelling was submitted to the Secretary of State and approved by the Secretary of State on 12 February 2020, must now be implemented to ensure compliance with the legal limit value for nitrogen dioxide is achieved in the authority’s areas in the shortest possible time. Under section 85(7) of the Environment Act it is the duty of a local authority to comply with a direction given to it. A copy of this direction is available for inspection at Seacole Building, 2 Marsham Street, London, SW1P 4DF.



Cabinet
Council

1st December 2020
8th December 2020

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration – Councillor J O’Boyle

Director Approving Submission of the report:

Director of Property Services and Development

Ward(s) affected:

All Wards

Title:

Public Sector Decarbonisation Scheme – CCC Public Building Energy Efficiency Retrofit

Is this a key decision?

Yes - the proposals have financial implications in excess of £1m per annum.

Executive Summary:

Approval is sought for acceptance of PSDS grant funding of c£6m to support the delivery of energy efficiency retrofit measures on public buildings owned and operated by Coventry City Council.

The Department for Business, Energy and Industrial Strategy (BEIS) has launched the Public Sector Decarbonisation Scheme (PSDS). The Grant Scheme will allocate £1bn of grant funding to encourage green investment aligning with the Government’s Net Zero and clean growth goals. The Grant Scheme is available for up to 100% of costs for capital energy efficiency and heat decarbonisation projects within public sector non-domestic buildings. The funding is available until 11th January 2021 with delivery of projects required by no later than 30th September 2021.

An initial pipeline of eligible projects, with a combined estimated pre-tender value of up to £6m, has been identified that could be delivered under this grant scheme. CCC has submitted this pipeline of projects to the PSDS for consideration in principle. If accepted, CCC would then move onto the next stage of obtaining firm costs for the projects. These would need to be submitted by the end of November with the final grant award expected in early December.

Within the project pipeline there are two major procurements proposed, one for Low Carbon Heating solutions and one for Battery Storage solutions. Both of these contracts would potentially be greater than £1m in value. The remaining projects could be delivered using existing internal services or term contractors.

Recommendations:

The Cabinet is asked to:

- 1) Approve the proposal for the implementation of the Energy Efficiency Building Retrofit Works with a value of £6m as set out in the report (“the Project”)
- 2) Approve the proposal to spend the grant award on the delivery of the Project as set out in the report.
- 3) Approve the conclusion of any necessary procurement exercises and following completion, to award such contracts to the preferred supplier.
- 4) Request that officers continue to pursue further funding opportunities that may be offered to support further decarbonisation of Coventry’s public buildings in consultation with the Cabinet Member for Jobs and Regeneration.

Cabinet is asked to recommend that Council:

- 5) Approve the proposal for the Council to act as Accountable Body and, if the Council’s grant bid is successful, the acceptance of the PSDS grant funding offer from Salix Finance Ltd to support delivery of the Project.
- 6) Delegate authority to the Director of Finance and the Director of Project Services and Development following consultation with Director of Law and Governance to finalise the terms and conditions of the PSDS grant and any other legal agreements required to facilitate delivery of the Project, and incorporate the awarded grant within the approved Capital Programme as necessary.

Council is requested to:

- 1) Approve the proposal for the Council to act as Accountable Body and, if the Council’s grant bid is successful, the acceptance of the PSDS grant funding offer from Salix Finance Ltd to support delivery of the Project.
- 2) Delegate authority to the Director of Finance and the Director of Property Services and Development following consultation with Director of Law and Governance to finalise the terms and conditions of the PSDS grant and any other legal agreements required to facilitate delivery of the Project and incorporate the awarded grant within the approved Capital Programme as necessary.

List of Appendices included:

None

Background papers:

None

Other useful documents

Public Sector Decarbonisation Scheme Guidance Notes

https://www.salixfinance.co.uk/sites/default/files/Public%20Sector%20Decarbonisation%20Scheme%20Guidance%20Note%20-%20September%202020%20V1.0_8.pdf

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 – 8th December 2020

1. Context (or background)

- 1.1 The UK Government has committed to provide financial support to help stimulate the economy following the economic downturn caused by the Coronavirus pandemic. They have established a number of funding schemes aimed at supporting the wider agenda of “Building Back Better” through supporting green job growth.
- 1.2 The Department for Business, Energy and Industrial Strategy (BEIS) has launched the Public Sector Decarbonisation Scheme. The Grant Scheme will be delivered by Salix Finance and will allocate £1bn of grant funding which strongly aligns with BEIS’ mission and priorities: fighting coronavirus, backing business, unleashing innovation and tackling climate change. The scheme will encourage green investment aligning with the Government’s Net Zero and clean growth goals.
- 1.3 The Grant Scheme will be available for capital energy efficiency and heat decarbonisation projects within public sector non-domestic buildings including central government departments and arm’s length bodies in England.
- 1.4 Eligible projects fall into 4 categories:
 - Category 1 – Low Carbon Heating
 - Category 2 – Energy Efficiency Projects
 - Category 3 – Enabling Technologies
 - Category 4 – Oil & Coal Replacement Projects
- 1.5 The PSDS funding is open for applications from 1st October to 11th January with projects required to be delivered no later than 30th September 2021. Priority will be given to projects that support the decarbonisation of building heating that are otherwise difficult to finance (for example those that have a long financial payback)
- 1.6 The UK has a 2050 net zero target and the public sector will be required to make a major contribution to enabling the UK to reach this target. Coventry City Council is part of the wider West Midlands Combined Authority (WMCA) area who have recently pledged for the region to achieve a more ambitious target of reaching net zero by 2041. To do this will require significant investment in retrofitting existing buildings to improve energy efficiency and support the transition away for fossil-fuel use.
- 1.7 Significant progress has been made to date with emissions reductions exceeding all previous targets, however without further interventions Coventry City Council is likely to fall behind the requirements of Net Zero in the next couple of years. Our buildings currently contribute towards approximately 1/3 of Coventry City Council’s overall direct energy related carbon emissions however these emissions will need to further reduce by approximately 10-13% year on year to meet the requirements of the regions targets and future Climate Change Strategies that are in development.
- 1.8 Due to significant improvements in the carbon intensity of the UK’s grid electricity, CCC has seen its use of gas heating becoming an increasingly significant proportion of our emissions. Tackling these hard to transition emissions will be a priority over the next decade.

2. Options considered and recommended proposal

2.1 Options considered in relation to the retrofit of low carbon measures to public buildings.

2.1.1 Option 1 – Do Nothing and rely on UK grid improvement (Not Recommended)

2.1.1.1 This option would not enable Coventry City Council to meet the national or regional ambitions in relation to Climate Change action.

2.1.1.2 Whilst the UK electrical grid has seen significant improvement in its carbon intensity over the past 5 years and is expected to continue to fall into the future, the impact of “green” gas into the national supply has shown very little impact to date.

2.1.1.3 Currently there are pilots being undertaken in relation to the blending of hydrogen into the gas supply however this approach is limited in terms of the maximum decarbonisation it can offer before existing natural gas appliances would have to be changed.

2.1.2 Option 2 – Undertake Fabric/Efficiency Only Measures (Not Recommended)

2.1.2.1 The PSDS scheme allows for Category 2 & 3 measures to be funded independently as long as they meet the required grant eligibility criteria and a written commitment to undertake further actions, in the form of a Decarbonisation Plan, is submitted for the buildings receiving the measures.

2.1.2.2 The measures identified from these Categories include:

- Loft and Wall Insulation
- Heating Control Improvements
- Glazing Improvements
- Draught Proofing
- Lighting Improvements
- Monitoring Improvements
- Battery Storage Installation to Supplement ERDF Solar PV Systems

2.1.2.3 These are all solutions that would deliver energy efficiency improvements and result in both cost and carbon emissions reductions.

2.1.2.4 The 126 identified Category 2&3 projects focused across a core 15 properties are projected to require an investment of £3.7m to deliver annual emissions reductions in the order of 350 tCO₂. This equates to ~8% of the building emissions.

2.1.2.5 Whilst this project would be eligible for the PSDS grant, the exclusion of any category 1 projects would present a risk for our application not being viewed favourably against other applications that include Category 1 measures.

2.1.2.6 To enable these projects to be funded independently the Council would need to prepare a significant number of Decarbonisation Plans which would not be required if Category 1 works are included.

2.1.2.7 There would also be a requirement for the Council to deliver associated Category 1 works at a later date, potentially without the support of similar funding assistance. These works are often the higher cost projects and would require additional capital to be secured to deliver these projects.

2.1.3 Option 3 – Undertake combined Low Carbon Heating and Fabric /Efficiency Measures (Recommended Option)

2.1.3.1 The PSDS appraisal process favours the use of “Whole Building Approaches”. This will prioritise projects that look to not only improve the efficiency of the building but also incorporate the transition away from fossil fuel heating systems.

2.1.3.2 The inclusion of Category 1 projects in the application would therefore strengthen the grant bid. These can include: Air Source Heat Pump, Ground Source Heat Pumps, District Heating Connections and Other Electrical Based Heating. The provisional breakdown of the grant expenditure is shown below.

Category	Project Type	Number of Projects	Project Cost (£)	Annual Carbon Saving (tCO2)
1	Electric Heating	1	£ 11,357	6
1	Heat Pump	8	£ 2,184,000	194
2	Double Glazing	2	£ 119,003	3
2	Draught Proofing	14	£ 69,492	61
2	Hand Dryers	6	£ 15,921	2
2	Heating Controls	14	£ 203,241	44
2	Lighting Controls	2	£ 13,200	2
2	Lighting Replacement	17	£ 277,087	93
2	Loft Insulation	5	£ 54,307	25
2	Pipework Improvement	13	£ 19,230	45
2	Pipework Insulation	10	£ 23,650	4
2	Secondary Glazing	4	£ 515,736	17
2	Solar PV	4	£ 129,037	22
2	Wall Insulation	2	£ 203,944	35
3	Battery Storage	17	£ 1,599,625	
3	Battery Storage (with PV)	2	£ 158,750	
3	Heat Metering	2	£ 243,640	
3	Thermal Comfort Monitoring	12	£ 111,361	
Totals		135	£ 5,952,580	553

2.1.3.3 Salix Finance Ltd have provided upfront funding to enable Coventry City Council to have a number of priority buildings assessed for suitability of deploying Low Carbon Heating solutions to enable them to be incorporated in the grant application.

2.1.3.4 There are 9 properties that have currently been identified and have been provisionally included in the project pipeline. The estimated value of these projects is £2.2m and would deliver an additional annual carbon saving of up to 200 tCO2. These schemes will be assessed in detail concurrently to the application assessment process. The

final inclusion of projects in the confirmed pipeline would be dependent on favourable outcomes of these assessments.

2.1.3.5 These projects are in most cases unable to meet the eligibility criteria of the funding independently nor would they be technically feasible without the supporting efficiency measures, therefore they must be delivered in combination with the Category 2 and 3 projects presented above.

2.1.3.6 The combined Category 1, 2 & 3 measures in the project pipeline present a set of deliverable whole building retrofit solutions that would reduce the need for supplementary Decarbonisation Plans. The c£6m grant would overall deliver annual carbon emissions reductions equating to ~14% of our current building emissions. This would be subject to final confirmation following technical assessment and the subsequent procurement and approval processes.

2.1.3.7 There are 4 buildings that have been identified that would significantly benefit from Category 2&3 measures that are either technically not feasible or do not make economic sense to deliver low carbon heating within the permitted timeframes but also have easily defined routes to decarbonisation that can be incorporated into a Decarbonisation Plan.

2.1.3.8 Inclusion of a selection of varied Low Carbon Heating projects at this time would enable the Council to also accelerate the upskilling of the workforce. This would put the Council in a good position to support the ongoing transition of further buildings and give an indication to the challenges that this will present both financially and operationally.

2.1.3.9 All of the proposed Category 1 & 2 projects would need to be delivered within the next 10-15 years to meet the regions targets. The award of the grant means that significant one-off costs associated with the transition to low carbon heating can be avoided.

2.1.3.10 Undertaking a range of Category 1 heating projects now will help to build on existing experience of decarbonisation retrofit applications and enable the Council to develop plans for the future adaptation of remaining buildings and support upskilling the local workforce and supply chains ahead of the requirements for achieving Net Zero.

2.2 Options considered in relation to the acceptance of the 100% grant for deployment of the Retrofit Measures.

2.2.1 Option 1 - Do Not Accept the Grant (Not Recommended)

2.2.1.1 This option would mean not accepting the grant offer along with the associated terms and conditions of PSDS grants from Salix Finance Ltd.

2.2.1.2 This would represent a failed opportunity to secure additional contribution to the cost of our climate change actions. The projects identified in the proposed pipeline for the grant will all need to be done at some point to achieve Net Zero and additional funding sources would need to be found.

2.2.1.3 Many of the projects proposed fall outside of the eligibility requirements for the existing public sector financing routes (eg. Salix Loans) therefore they would likely need to be financed directly by the Council.

2.2.2 Option 2 – Accept the Grant (Recommended)

2.2.2.1 Acceptance of the grant would provide the financial investment required for the project up to £6m. It would also show that Coventry City Council is clear in its ambitions to decarbonise and would support other funding bids to deliver similar package of measures to other stakeholders in the City.

2.2.2.2 The risks associated with the PSDS grant is lower compared to many other grant schemes. There are monitoring requirements for the 3 years following installation however these are in line with general energy management practices already undertaken following such projects.

2.2.2.3 This option is fully in line with the council's core aim of leveraging additional funding through grants and bids.

3. Results of consultation undertaken

3.1 Consultation with the Head of Facilities Management was undertaken in relation to potential changes to the property estate. This was to ensure the risk of property disposal or redevelopment was understood and included during the evaluation of which schemes could be brought forward.

4. Timetable for implementing this decision

4.1 The final deadline for applying for funding through the scheme is 11th January 2021 however the funding is allocated on a first come first served basis. The delivery window is also to be no later than the 30th September 2021. To maximise the likelihood of a successful grant award and having sufficient time to deploy the projects a submission was required before the end of October 2020.

4.2 It is expected that an initial decision on the application would be made by the 27th November 2020. Following notification of a Reservation of Grant, Coventry City Council would need to confirm final project costs by the 11th December 2020 to enable the grant to be formally awarded and accepted by the 18th December 2020.

4.3 The proposed timeline for the project is as follows:

30th October 2020 – Apply for Grant
November 2020 – Commencement of Procurement
27th November 2020 – Notice of Grant Reservation
1st December 2020 – Cabinet Approval
8th December 2020 – Council Approval
9th December 2010 – Completion of Procurement
11th December 2020 – Final Cost Confirmation to Salix
18th December 2020 – Grant Award & Acceptance
January 2021 to September 2021 – Project Delivery

5. Comments from Director of Finance and Director of Law and Governance

5.1 Financial implications

5.1.1 The recommendations request the approval of c£6m of grant funding from BEIS for a Public Sector Decarbonisation scheme (PSDS). The PSDS grant scheme does not require any capital match funding to be provided locally by the City Council, but all investments must be achieved by September 2021.

- 5.1.2 Based on the initial technical assessment of each investment, many of the projects summarised in section 2.1.3.2 contribute to decarbonisation, but due to their high cost and/or long pay back, would not otherwise be considered for investment.
- 5.1.3 Once the full technical review of each measure has taken place, each project will be assessed (including both up front and lifecycle capital costs) prior to any commitment, such that only those investments with net lifetime financial benefits would proceed to implementation.
- 5.1.4 It is proposed that the decision on each individual measure to proceed to implementation, is delegated to the Director of Finance and Director of Property (or appointed proxy's) after the feasibility results have been carried out.
- 5.1.5 Due to the long pay back nature of many of the schemes, it is expected that only marginal net annual financial savings will be achieved. Savings will however be monitored and captured for the benefit of the Medium Term Financial Strategy

5.2 Legal implications

- 5.2.1 The approval of the Council acting as the Accountable Body as outlined in this report will be achieved through a contractual relationship and signature of a grant funding agreement.
- 5.2.2 Legal colleagues are available to advise on and support the completion and signature of the grant funding agreement and to also ensure that risk to the Council is fully understood and mitigated through appropriate governance. Furthermore, support will be made available in ensuring the delivery of the project as and when required by the anticipated project team.
- 5.2.3 Any procurement exercise will be conducted so as to comply with the Council's policy and legal obligations, specifically in compliance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015, and supported by relevant officers.
- 5.2.4 The delegations sought are consistent with a proposal of this nature.

6. Other implications

6.1 How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)?

This project directly meets two of the objectives of the Council Plan. It will directly reduce the operating cost and carbon emissions of Council activities and it will also lever up to £6m of external finance to deliver the schemes.

6.2 How is risk being managed?

The main risk is in relation to the delivering the project within the allocated timeframes. The proposal is to use existing contracts and in-house labour where possible to minimise the need for additional procurement. This is in line with the grant scheme terms. Additional procurement will be undertaken via further competitions from existing frameworks to minimise the risk of procurement delays.

There is a risk that projects will be determined to not be suitable during the detailed technical and financial appraisal process. There is opportunity to adjust the scope and size of grant requested at the point of final grant acceptance. Final confirmation of the project pipeline will be made once full financial impact of each measure has been confirmed. The

funding also operates on a defrayal model meaning that if any projects that have to be removed from scope for unforeseen reasons after formal grant award can do so as it is possible for the council to return any unspent funding to Salix as a last resort.

6.3 What is the impact on the organisation?

The proposed project includes providing funding to support the increase in staffing to support the delivery of the project. This will improve the in-house capability of the council in relation to projects of this type. The proposed project will improve our corporate property and deliver financial and environmental benefits

6.4 Equality Impact Assessment

This project does not have any impact on the Council's equality responsibilities as there is not expected to be any impact on broader service delivery.

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

The project proposed is in line with the Council's existing Climate Change Strategy and will help to demonstrate leadership to wider city stakeholders as the Council embarks on developing the next Climate Change Strategy for the City.

The proposal will make a significant, measurable and demonstrable contribution towards improving Coventry City Council's transition to a low carbon future. The project will reduce the direct emissions relating to the council's activities by reducing our dependence on natural gas and improving our building efficiency.

6.6 Implications for partner organisations?

None

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Public report Cabinet Report

Cabinet 01st December 2020

Council 08th December 2020

Name of Cabinet Member:

Cabinet Member for Housing and Communities – Councillor D Welsh

Director Approving Submission of the report:

Director of Streetscene and Regulatory Services

Ward(s) affected:

All

Title:

Review of Local Plan

Is this a key decision?

Yes - the proposals affect more than two electoral wards

Executive Summary:

Policy DS1 of the Local Plan commits the Council to review certain triggers before March 2021 which, if met, would lead to a review of the current Local Plan. This report reviews these triggers and recommends that there is no requirement to commence a Plan Review in March 2021.

Recommendation:

The Cabinet is requested to:

- 1) Note the assessment of the Plan Review triggers
- 2) Recommend that Council approves that there is no requirement to commence a Plan Review in March 2021 as a result of the triggers set out in Policy DS1 of the Local Plan

Council is requested to:

- 1) Note the assessment of the Plan Review triggers
- 2) Approves that there is no requirement to commence a Plan Review as a result of triggers set out in Policy DS1 of the Local Plan

List of Appendices included:

Appendix 1 – Local Plan Policy DS1 and explanatory text

Background papers:

None

Other useful documents

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 – 8th December 2020

Report title:

Review of Local Plan

1. Context (or background)

- 1.1. The Local Plan was adopted in December 2017 and included, within policy DS1, the following provision;

“3. The Council will undertake a comprehensive review of national policy, the regional context, updates to the evidence base and monitoring data before 31st March 2021 to assess whether a full or partial review of the Plan is required. In the event that a review is required, work on that review will commence immediately.”

The full text of the policy and its explanatory notes is included in Appendix 1.

- 1.2. With the conclusion of the most recent housing and employment monitoring, it is an appropriate juncture to review the triggers set out in DS1 to determine whether a review of the Plan is appropriate.

1.3. National Policy

1.3.1. Since the adoption of the Local Plan in 2017 the National Planning Policy Framework (NPPF) has undergone revision, the most recent version of which is dated February 2019. By itself this is insufficient to trigger a review, and analysis was undertaken regarding the extent of the changes to the NPPF and the subsequent impact on the adopted Plan.

1.3.2. Whilst the NPPF revisions provide updated provisions and guidance, there are no material changes that result in the current Plan being rendered unsound; it is therefore not considered appropriate to commence a review on this basis.

1.3.3. Since Plan adoption the government has introduced a Standard Methodology which Councils are obliged to use when calculating housing requirements, replacing the method that was used in the Local Plan. This Methodology takes the official government population projections produced by the Office of National Statistics (ONS) and applies a multiplier to them based on average affordability in the City.

1.3.4. Any plan review would need to use this Methodology as a basis for calculating housing need, and then add any additional modifiers driven through previous under-delivery, supporting economic growth or other drivers for additional growth. As the Methodology uses the same ONS population projection principles as the Local Plan there are no significant changes to the growth pattern of the city and sub-region as a result.

1.3.5. The most recent ONS population projections (currently the 2018 projections, released in Summer 2020) would need to be input into the Standard Methodology when conducting a review. These projections show a slight increase in growth over the plan period when compared to the 2012 projections used at plan-making stage. This additional growth is not considered significant enough to trigger a review but will need to be accommodated in any future review, as has been the case in neighbouring authorities where emerging Local Plans have been asked

to demonstrate their ability to accommodate the most recent population projections.

- 1.3.6. A recent government consultation proposed a revision to the Standard Methodology which proposed a significant increase in housing requirement. As there is no established timeline for the review of the consultation responses, or any subsequent changes to the planning system, it is not considered appropriate to delay a decision on Coventry’s Plan Review.
- 1.3.7. In addition, there has also been recent public consultation on the future nature of the planning system (Planning for the Future White Paper). Whilst the proposals in the White Paper would constitute a radical change rendering a review, or wholesale new Plan, required there has only been an opening consultation conducted, with several years of further consultation and legislation required before the White Paper is enacted. It is therefore not considered appropriate to commence a Review based on this.
- 1.3.8. The consultations referred to in 1.3.6 and 1.3.7, and the City Council’s responses were considered by Council on 13th October 2020 and these can be found at <https://edemocracy.coventry.gov.uk/ieListDocuments.aspx?CId=124&MId=12245>.

1.4. Regional context

- 1.4.1. The explanatory text to Policy DS1 makes clear that the Regional triggers refer to the progress of neighbouring authorities in delivery of the City’s unmet employment and housing need. The agreement to the delivery of the City’s unmet need is shared with neighbouring Warwickshire authorities as part of the Memorandum of Understanding. Significant under delivery may contribute to the need for a Plan Review.
- 1.4.2. A review of neighbouring authority Housing Delivery Test (HDT) results has taken place to assess their delivery against Local Plan targets, which include meeting Coventry’s unmet need. A HDT result of 100% means that an authority is fully meeting the housing requirement set out in their Local Plan, measured over the last three years.

Authority	N. Warks	Nun & Bed	Rugby	Warwick	Stratford
HDT result	156%	98%	110%	129%	271%

- 1.4.3. The most recent data available is for the year 2018/19, as the global pandemic has hindered monitoring. As a result, government is likely to publish the most recent results during the Spring of 2021 and therefore after the point a decision is required regarding Plan Review. In addition, officers in the neighbouring authorities indicate that there are no significant changes in the monitoring results currently being processed by government and that we can be confident overall delivery will remain on track.
- 1.4.4. Employment land delivery for neighbouring authorities has also been assessed. The delivery of employment land is not centralised in the same way that housing delivery data is. However, a review of neighbouring authorities employment land delivery is shown in the following table.

Authority	N. Warks	Nun & Bed	Rugby	Warwick	Stratford
Cumulative target to 2018/19	24ha*	43.12ha	83.2ha	29.33ha	21.6ha
Cumulative delivery to 2018/19	166.25ha	9.02ha	89.4ha	14.98ha	83.2ha

*N. Warks plan currently in Examination and so target is provisional only

1.4.5. It should be noted that the nature of employment land delivery is more erratic than housing delivery, with large allocations often being completed in single developments. It is therefore appropriate to look at the total quantum delivered in the subregion against the total target to assess whether there is a significance issue with employment land delivery. The table below is the total requirement and delivery over the plan periods of the Warwickshire authorities.

Total requirement across subregion	Total delivery across subregion
201.25ha	362.85ha

1.4.6. It is therefore clear that sufficient employment land has been delivered across the subregion and that the Regional trigger is not met.

1.5. Evidence base and monitoring

1.5.1. The Council has recently completed work on the most recent monitoring year (2019/20) for the City, the detailed results of which will shortly be published as part of the Authority Monitoring Report. As this data is produced in-house, we are able to use the most recent dataset.

1.5.2. The key indicators relevant to the Plan Review triggers are housing and employment land delivery. The delivery over the plan period so far, compared to cumulative requirement are set out in the following table.

Dwellings required (2011-20)	Dwellings delivered (2011-20)
10,300	11,775
Employment land required (2011-20)	Employment land delivered (2011-20)
51ha	146.6ha

1.5.3. This clearly demonstrates that both housing and employment land delivery is above the targets set out in the Plan. As such the triggers have not been engaged and there is no requirement to commence a Plan Review.

1.5.4. There have been no material changes in the evidence base underpinning the Local Plan and therefore the second part of this trigger has not been met, and there is no requirement to commence a Plan Review in March 2021.

1.6. As a result of the above analysis it is concluded that the triggers set out in Policy DS1 have not been engaged and that there is no basis to commence a Plan Review in March 2021.

- 1.7. Two petitions were received on 02nd September 2020, requesting an urgent review of the Local Plan which will be considered by the Cabinet Member for Housing and Communities at his meeting on 27th November 2020. The petition organiser will be invited to the meeting to present the concerns of the petitioners and the outcome of the meeting reported to Cabinet.

2. Options considered and recommended proposal

- 2.1. The City Council could choose to progress with a Plan Review, irrespective of the outcomes of the assessment of the triggers in the Local Plan. Not only would this be contrary to the provisions of the Local Plan, it is deemed unnecessary at this time as the Plan is comprehensively delivering the required growth. Therefore, this option is not recommended.
- 2.2. The recommended option is to confirm the outcomes of the trigger assessment and not to commence a review in March 2021.
- 2.3. It should be noted that the National Planning Policy Framework (NPPF) requires Local Authorities to review their Local Plans every five years. We are, therefore, obliged to commence a review by December 2022 to assess whether the Plan remains a robust and sound document to deliver the growth the City requires. Work will begin in due course to ensure a thorough review of the Plan and its evidence base takes place.

3. Results of consultation undertaken

- 3.1. This report has not been subject to consultation.

4. Timetable for implementing this decision

- 4.1. The decision will be implemented immediately.

5. Comments from the Director of Finance and the Director of Law and Governance

5.1. Financial implications

There are no financial implications to the recommendation.

5.2. Legal implications

There are no legal implications associated with the recommendations.

6. Other implications

6.1. How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)

The submitted and proposed consultation responses contribute to the Council Plan by reiterating our desire to:

- A prosperous Coventry: The Local Plan is guiding the delivery of a prosperous Coventry, and maintaining the current plan will ensure that this continues;
- Increasing the supply, choice and quality of housing; the Local Plan is already delivering the right volume of housing, increasing choice and driving up quality, and maintaining the current Plan will ensure that this

- continues;
- Making Coventry an attractive and enjoyable place to be: The provisions of the Local Plan help deliver an attractive and enjoyable city;
 - Making places and services easily accessible: The current Local Plan ensures the delivery of accessible places;
 - Developing a more equal city with cohesive communities and neighbourhoods: The provisions of the Local Plan help deliver cohesive communities and neighbourhoods;
 - Improving the environment and tackling climate change: The current Local Plan has a range of policies covering the environment and climate change.

6.2. How is risk being managed?

There is no risk associated with the recommendations. The Local Plan continues to deliver the growth required. Further, the Plan will be subject to a mandatory review at the end of 2022 which will allow a further assessment of the delivery and soundness of the Plan.

6.3. What is the impact on the organisation?

There is no direct impact on the organisation as a result of the recommendation.

6.4. Equality/ EIA

A full Equality and Impact Assessment (ECA) was undertaken as part of developing the Local Plan. As part of that analysis, the Council had due regard to its public sector equality duty under section 149 of the Equality Act (2010).

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

There is no direct impact from the recommendations of the report.

6.6. Implications for partner organisations?

None

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Andrew Walster	Director of Street Scene and Regulatory Services	-	06/11/2020	07/11/2020
Councillor D Welsh	Cabinet Member for Housing and Communities	-	08/11/2020	10/11/2020

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Local Plan Review – Appendix 1

In relation to a Plan Review, Policy DS1 states:

3. The Council will undertake a comprehensive review of national policy, the regional context, updates to the evidence base and monitoring data before 31st March 2021 to assess whether a full or partial review of the Plan is required. In the event that a review is required, work on that review will commence immediately.

Further explanatory text goes on to state:

To ensure the Plan remains up to date and relevant, the Council is also committed to undertaking a comprehensive review of national policy, the regional context, updated evidence and monitoring data. The outcomes of this review will be reported to the Council before the end of March 2021 with a clearly justified recommendation as to whether a partial or comprehensive review of the Plan is required

During this period to 2021, the Council will also continue to work with the CWLEP and its Warwickshire neighbours to consider whether a statutory Single Spatial Strategy should be prepared to cover the HMA or part of it. In the event that the Council takes part in preparing a statutory Single Spatial Strategy, this will constitute a review of the Local Plan in accordance with this Policy.

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Coventry City Council

Public report
Cabinet

Scrutiny Co-ordination Committee
Cabinet

4 November 2020
1 December 2020

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor G Duggins

Director approving submission of the report:

Chief Executive

Ward(s) affected:

All

Title:

One Coventry Plan Annual Performance Report 2019-20

Is this a key decision?

No

Executive summary:

One Coventry describes the Council's objectives, key strategies, and approaches. The One Coventry Plan builds on the Council's long-standing principles, setting 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.

The annual performance report sets out the progress made towards the One Coventry Plan. For each objective, this report sets out the trends, actions taken, and performance metrics, to provide an objective assessment of the progress made.

Recommendations:

Scrutiny Co-ordination Committee is asked to:

- 1) Consider the Council's performance as set out in the performance report.
- 2) Identify any issues they may wish to raise to Cabinet.
- 3) Identify areas that Scrutiny Co-ordination Committee or other Scrutiny Boards may wish to address as part of this year's scrutiny work programme.

Cabinet is asked to:

- 1) Consider any recommendations from Scrutiny Co-ordination Committee.
- 2) Approve the performance report.

- 3) Consider the Council's performance this year and identify areas that they wish to address in further detail.

List of appendices included:

Appendix I – One Coventry Plan Annual Performance Report 2019-20
Appendix II – One Coventry Performance Management Framework 2020-21
Appendix III – Briefing Note from Scrutiny Co-ordination Committee 4th November 2020

Background papers:

None

Other useful documents:

One Coventry Council Plan www.coventry.gov.uk/councilplan/
Council's performance and open data www.coventry.gov.uk/performance/
Performance management framework <https://smarturl.it/PMF>

Equality objectives www.coventry.gov.uk/equality/
Statement of accounts www.coventry.gov.uk/statementofaccounts/

Has it been or will it be considered by Scrutiny?

Yes – Scrutiny Co-ordination Committee on 4 November 2020

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:
One Coventry Plan Annual Performance Report 2019-20

1. Context (or background)

- 1.1 One Coventry describes the Council's objectives, key strategies, and approaches. The One Coventry Plan is for the period 2014 to 2024; and it was last refreshed in 2016. It builds on the Council's long-standing principles (being globally connected, locally committed, and working together to deliver priorities with fewer resources) and sets out new ways of working to help the Council face the challenges of increasing demand and reduction in funding.
- 1.2 The annual performance report sets out the progress made towards the One Coventry Plan. For each objective, this report sets out the trends, actions taken, and performance metrics, to provide an objective assessment of the progress made against previous years and other places.
- 1.3 The Council uses agreed indicators to show progress made towards its priorities. This is supported by a wider basket of measures such as equality and perception measures that help explain the trends and story behind the headlines. Indicators are selected from key strategies and aligned to directorate priorities and equality and health inequalities objectives.
- 1.4 Further information including infographics, open data, maps and a publication schedule are available at www.coventry.gov.uk/infoandstats/.
- 1.5 The Council's priorities are delivered through strategies aligned to the One Coventry Plan; as set out in the performance management framework. As part of the performance management process, leadership teams within each directorate and the corporate leadership team have been involved in ensuring that the organisation's key strategies are aligned to the One Coventry Plan.

2. Options considered and recommended proposal

- 2.1 The One Coventry Plan is currently measured using **75** indicators. Of these, **39** indicators improved; **11** stayed the same and **13** indicators got worse. For the remaining 12 indicators, we can't say for **10** indicators and progress is not available for **2** indicators. This means, at the end of March 2020, **79% (50/63)** of directional indicators improved or stayed the same. This compares to 78% (52/67) in 2018/19 and 71% (42/59) in 2017/18.
- 2.2 Covering the period April 2019 to March 2020, this year's annual report reflects the comparative calm and coveted stability pre-pandemic and cannot begin to reflect the significant changes that have happened. However, it would be amiss not to mention the significant impact of COVID-19 – on the city's economic performance, tourism, adult social care, city centre regeneration, poverty reduction, access to culture and sport, reducing health inequalities – indeed every aspect of the work of the Council and the life of Coventry's residents, communities, businesses and organisations. Our intention is for this report to serve as a baseline against which the ramifications of the global pandemic for Coventry will be compared.
- 2.3 Many of the Council's key priorities have an equality dimension or address an inequality caused by economic or social circumstances. Consequently, this report also sets out how the Council addresses these equality and health inequalities.

- 2.4 Members are asked to consider the Council's performance towards the Council's priorities, and to identify areas and issues to be addressed.

3. Results of consultation undertaken

- 3.1 The Council regularly meets with employee representatives, community and interest groups, and partner organisations to help the Council achieve its equality and health inequalities objectives for the city.
- 3.2 Where appropriate, this report uses residents' perceptions to help understand residents' views of the Council and the city.

4. Timetable for implementing this decision

- 4.1 Not applicable.

5. Comments from the Director of Finance and the Director of Law and Governance

5.1 Financial implications

Delivery of the Council's objectives will have an impact on the Council's overall financial position. However, there are no direct financial implications from this report.

5.2 Legal implications

The single data list sets out a list of all the datasets that local government must submit to central government. In addition, the Government's local government transparency code sets out the minimum data that local authorities should be publishing; the frequency it should be published; and how it should be published. There is no requirement placed on local authorities to publish a report on its performance or any requirement on the Council to publish performance on any indicators or metrics.

Coventry City Council does so as it is committed to providing information that helps the Council work together with neighbours and partners, fulfilling its One Coventry Plan priorities; and sees it as good practice to do so.

6. Other implications

6.1 How will this contribute to achievement of the Council's key priorities?

The performance report sets out the progress made towards the One Coventry Plan, that is, the Council's vision and priorities. The performance management framework sets out how the Council plans and organises the resources at its disposal to achieve the vision and priorities, as set out in the Council Plan.

6.2 How is risk being managed?

The performance report helps the Council manage risk by measuring and reviewing progress in relation to the priorities of the One Coventry Plan. It identifies areas where we are making good progress, areas where progress is not as expected, and areas where the Council needs to take corrective action.

6.3 What is the impact on the organisation?

The One Coventry Plan impacts on the whole organisation. Effective performance management arrangements at all levels will help to ensure that the Council's priorities are delivered.

6.4 Equalities / EIA

The Council's performance management framework and reporting arrangements must have due regard to the public sector equality duty under section 149 of the Equality Act 2010. This includes the need to eliminate unlawful discrimination, harassment, and victimisation; to meet the needs of people regardless of their background; and to encourage all people to participate in public life, or in other activities where their participation is low.

Many of the key priorities set out in the One Coventry Plan are also equality objectives. In addition, a specific set of equality objectives has been agreed and progress against these is reported annually to the Cabinet Member (Policing & Equalities). This contributes to meeting the Equality Act 2010 (Specific Duties) Regulations 2011.

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

The Council has confirmed its commitment to addressing the issue of climate change. This report includes environmental progress measures including air quality, energy use, and carbon dioxide emissions from local authority operations.

6.6 Implications for partner organisations

Whilst this report reflects progress against the Council's priorities, it also includes actions and measures where the contribution of partners is essential to their delivery.

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This report is published on the Council's website: www.coventry.gov.uk/meetings/

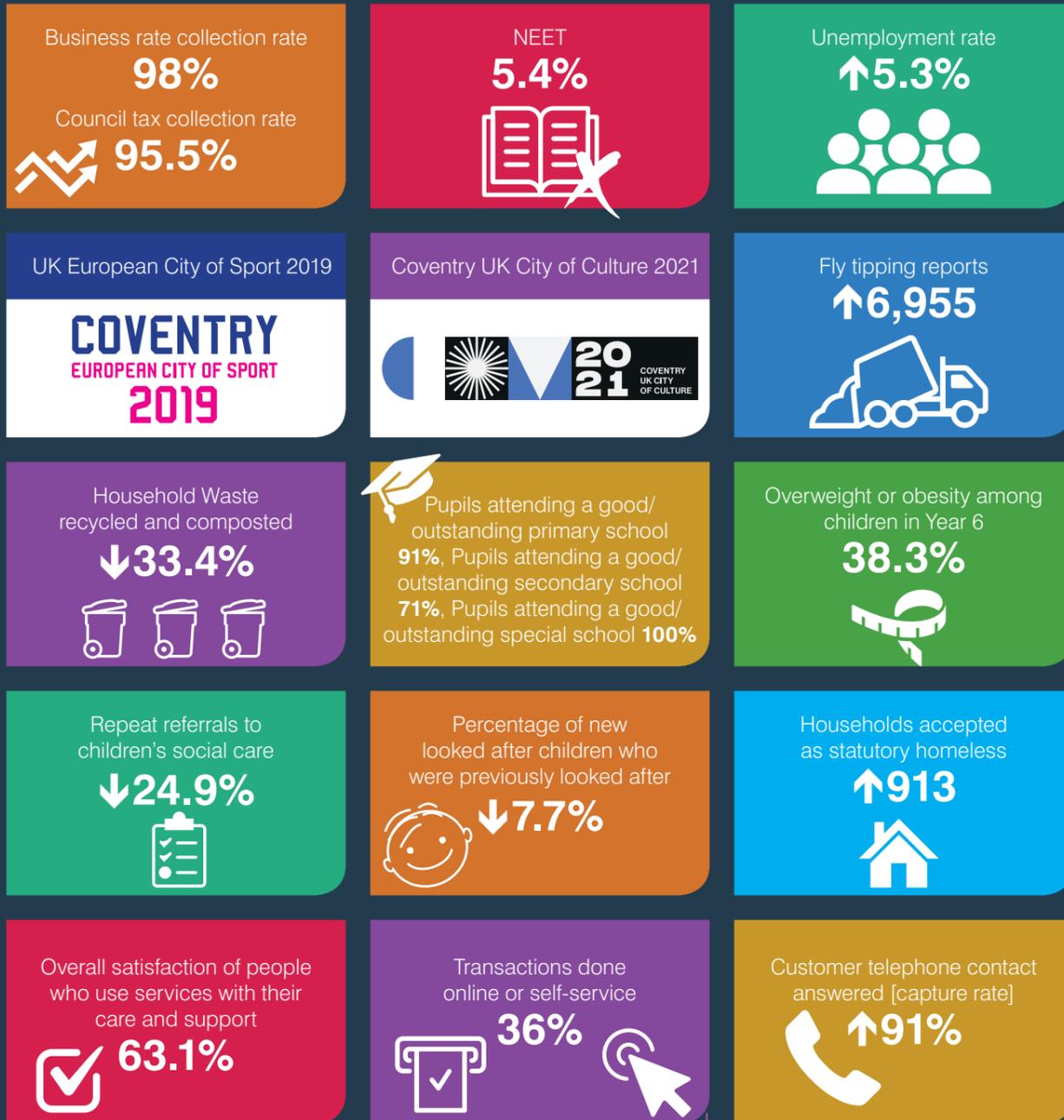
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 **One Coventry Plan**
Annual Performance Report
2019-2020



Highlights



One Coventry Plan Annual Performance Report 2019-2020

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Overview

One Coventry

One Coventry is the narrative that describes the Council's objectives, key strategies, and approaches. It includes the Council's vision and priorities; new ways of working; and core areas of activity. One Coventry will help improve the city and improve people's lives; deliver the Council Plan; better use resources to deliver better outcomes for people; and help the Council meet the challenges of increasing demand and reduction in funding.

One Coventry Plan Council Plan

The One Coventry Plan sets out our vision and priorities for the city:

Globally connected

Promote the growth of a sustainable Coventry economy by:

- supporting businesses to grow;
- developing the city centre;
- creating infrastructure for the city to thrive; and
- raising the profile of Coventry.

And ensure that residents share in the benefits by:

- helping local people into jobs;
- increasing the supply, choice, and quality of housing;
- reducing the impact of poverty; and
- increasing access to arts, sports, and cultural opportunities.

Locally committed

Improve the quality of life for Coventry people by:

- creating an attractive, cleaner, and greener city;
- improving educational outcomes;
- making communities safer; and
- improving health and wellbeing.

Especially for our most vulnerable residents by:

- protecting our most vulnerable people; and
- reducing health inequalities.

Delivering our priorities with fewer resources

Make the most of our assets and work closer with partners and residents to enable people to do more for themselves.

About the performance report

This annual performance report sets out the progress made towards the One Coventry Plan. For each objective, this report sets out the trends, actions taken, and performance metrics, to provide an objective assessment of the progress made against previous years and with other places.

Indicators

The Council uses indicators to show progress made towards its priorities. This is supported by a wider basket of measures such as equality and perception measures that help explain the trends and story behind the headlines. Indicators are selected from key strategies and aligned to directorate priorities.

Open data

Infographics, open data, maps and a publication schedule are available at www.coventry.gov.uk/infoandstats/. The Citywide Intelligence Hub, a one-stop data platform providing a "single source of truth" of data and evidence about Coventry is also available at www.coventry.gov.uk/citywideintelhub/

Abbreviations & symbols used

Symbol	Progress	Target status
✓	Improved (or target already achieved)	On-target
✗	Got worse	Off-target
≡	Similar, unchanged, or statistically insignificant	–
?	Cannot say; no clear direction of travel	–
⊘	Not available or no updated data	No target set

- SN Statistical neighbours (similar authorities)
- WMCA West Midlands Combined Authority
- WMR West Midlands Region
- CIPFA Chartered Institute of Public Finance & Accountancy nearest neighbours (similar authorities)

www.coventry.gov.uk/performance/

A note on the coronavirus (COVID-19) pandemic

The coronavirus pandemic and the annual performance report

The final weeks of 2019/20 were affected dramatically in the UK and worldwide by the coronavirus (COVID-19) pandemic. It is fair to say that no single event has had such a profound effect on the lives of people in this country since the Second World War.

The pandemic will have a substantial impact on the city – on the city's economic performance, tourism, adult social care, city centre regeneration, poverty reduction, access to culture and sport, reducing health inequalities – indeed every aspect of the work of the Council and the life of Coventry's residents, communities, businesses and organisations.

Covering the period April 2019 to March 2020, this year's annual report reflects the comparative calm and coveted stability pre-pandemic and cannot begin to reflect the significant changes that have happened.

Our intention is for this report to serve as a baseline against which the ramifications of the global pandemic for Coventry will be compared.

While the full ramifications of the pandemic are still to be fully known – and will fall in the 2020/21 financial year, some of the most impactful developments for Coventry in 2019/20 included:

- the halting of universal schooling but with the maintenance of school opening for vulnerable children and those of workers in key sectors;
- the need to ensure food and other support for vulnerable groups
- the ordering of large amounts of personal protective equipment (PPE);
- arrangements providing for a temporary sub-regional mortuary facility;
- responding to changes in the demand for and nature of adult and children's social care and homelessness provision;
- financial support for suppliers of goods and services to the Council;
- processing of cash grants and rate reliefs to business ratepayers and managing reliefs for Council Tax payers;
- ceasing many direct face-to-face services to the public; and
- the wide-scale relocation of several thousand officers from office-based activity to working from home.

COVID-19 health impact assessment

Coventry City Council, Warwickshire County Council and NHS organisations in the area have completed a joint Coventry and Warwickshire Covid-19 Health Impact Assessment.

Using metrics and indicators, plus evidence from partners and communities, the assessment considers the impact on:

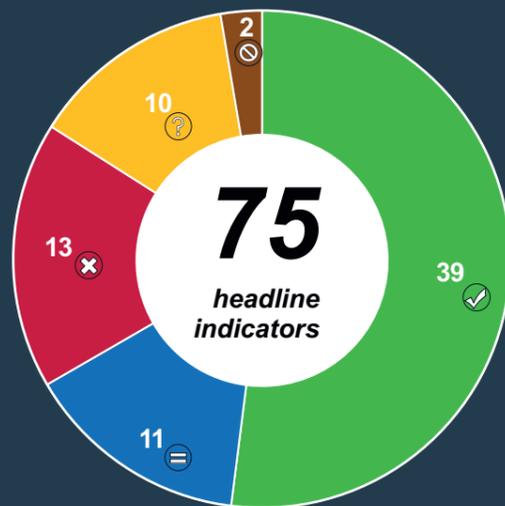
- the wider determinants of health;
- our health behaviour and lifestyles;
- the integrated health and care system; and
- the places and communities we live in, and with.

The assessment can be read alongside this One Coventry Plan annual performance report to understand the impact that the pandemic is beginning to have in our sub-region.

The assessment can be read at: www.smarturl.it/covid-19-assessment.



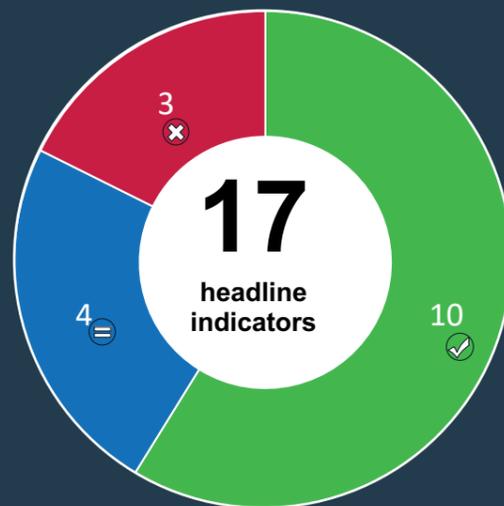
Executive summary



Overall summary

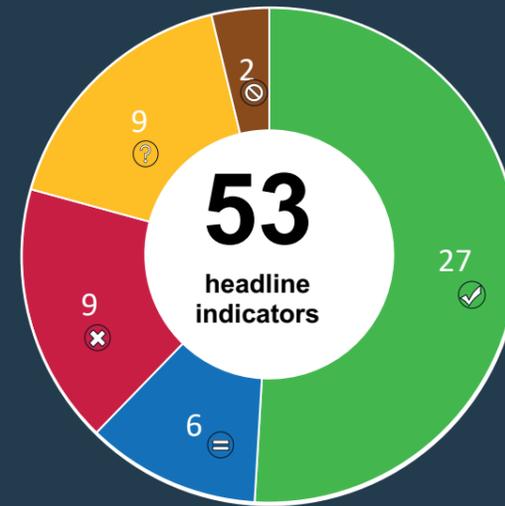
The One Coventry Plan is currently measured using 75 indicators, of which 39 indicators improved; 11 stayed the same; 13 indicators got worse; can't say for 10 indicators (for example a higher number of domestic abuse offences reported may indicate an increase in cases, but may also reflect better reporting and awareness); and progress is not available for 2 indicators (the overall satisfaction of carers with social services indicator and the breastfeeding rates at 6-8 weeks indicator).

This means, at the end of year, 79% (50/63) of directional indicators (excluding cannot say or not available) improved or stayed the same. This compares to 78% (52/67) in 2018/19, 71% (42/59) in 2017/18 and 75% (43/57) in 2016/17.



Globally connected: promoting the growth of a sustainable Coventry economy

In 2019/20, the city faced significant headwinds from a challenging national and international economic climate. While the city's gross value added per head remains higher than the average for metropolitan areas, the rate of economic growth has slowed significantly, even before taking into account the effects of COVID-19 and the associated lockdown. The number of enterprises in the city, and business rates rateable value have remained static; and while the overall employment rate (pre-Covid) is up, unemployment has also increased. This has had an effect on the performance of the city centre, with a decrease in footfall – though not by as much as the national position. Additionally, the city continues to attract new residents, as seen by the increase in the number of domestic properties, particularly larger properties attracting a higher rate of Council tax. The Council is currently delivering significant investments in infrastructure and connectivity including Friargate, City Centre South, Coventry Railway Station, Very Light Rail; attracting events and interest into the city from European City of Sport (2019) to UK City of Culture (2021) to being a Commonwealth Games (2022) host city.



Locally committed: improving the quality of life for Coventry people

Despite the evident challenges, the Council has maintained its performance across a number of service areas. Roads and pavements have continued to be maintained at a similar standard to previous years; while the standard of overall city cleanliness has been maintained despite yet another increase in the level of fly-tipping in the city.

The city's continued investment into early intervention and in taking a One Coventry partnership approach to working with partner organisations have paid dividends – with more of the city's five-year-olds achieving a good level of development, though challenges remain in reducing the gap between the most and least deprived parts of the city. This has also had an effect on children's social care, as early intervention has helped reduce the number of re-referrals into children's social care, although challenges remain with the number of looked after children. Meanwhile, in education, most attainment measures have seen improvement though there have been some decreases against progress measures.

The city continues to face a multitude of challenges: mirroring national and regional trends, reported crime has increased – though not by as much as other cities in the region. In adult social care, the numbers of people in long-term support has increased, though this is mainly bringing the city closer to regional/national trends, and levels of satisfactions have been maintained.

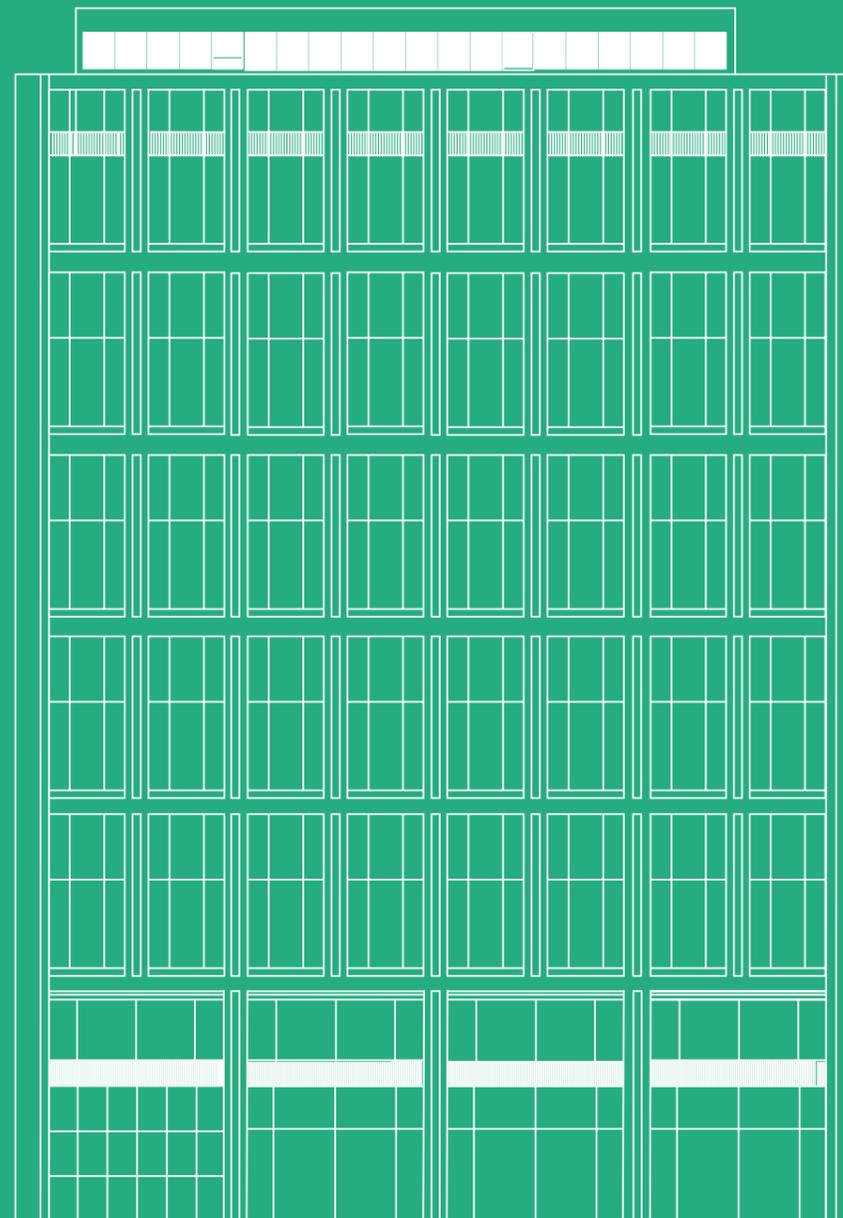


Delivering our priorities with fewer resources

Looking ahead, COVID-19 is likely to have a significant effect on residents' wellbeing and on the city's economic vitality. The city has adopted a "One Coventry" approach to reset and recovery, including critical analysis of how to deliver some of its own services in the future and working with communities and businesses towards regenerating the economy. Significant difficulties lie ahead in the form of COVID-19 issues and the response to these uncertainty in future local government funding, the lack of clarity on Brexit post-December 2020, a global economic downturn and the climate emergency. Taken together this means that the Council will continue to face major challenges in the years ahead.



 **Globally connected**
 Promoting the growth of a
 sustainable Coventry economy

Supporting businesses to grow

The Council is currently managing three European Regional Development Fund (ERDF) business support programmes – and due to its successes, the programmes have been extended to run until June 2023.

To date the programmes have delivered £2.72m in grants to 135 companies with a further 159 companies and 139 potential entrepreneurs receiving business support via workshops, coaching, 1:1 support and mentoring. Three new products have been created and the programme is aiming for a further 26 before the end of the programme, enhancing Coventry's reputation as one of the top patent-generating cities in the UK. A further 31 companies have been given business coaching specifically covering how to bring innovative products to market. The activity has helped to expand business operations, support entrepreneurs to create new businesses, create jobs, fill vacancies, expand the supply chain, and support the work of the CWLEP Growth Hub. A further 79 businesses have been supported with either an energy audit or business advice to develop new green technologies. The work has also saved 895 tonnes of carbon emissions, helping to create a cleaner, greener future for Coventry.

Business rates remain constant

Coventry's business rates rateable value remained constant at £319m in 2019/20. The city's rateable value has remained relatively constant in recent years. This suggests growth from new properties or those with increased rateable value has been broadly neutralised by those that have been removed from the list or received a reduced rating.



The Council met its target to collect 98% of collectable business rates in 2019/20

98% of collectable business rates were collected in-year. This meets the target of 98% for the third consecutive year.

Recent, pre-COVID growth in the local economy has been sluggish

Gross value added (GVA) is a measure of the increase in the value of the economy due to the production of goods and services by businesses operating in Coventry. In recent history, while Coventry has been a major population centre, business activity has lagged, limiting the prosperity of residents. In the past thirty years, given its size, the city has performed below average according to measures of local economic performance, such as gross value added (GVA). In more recent years, the city has experienced good growth, which has led to increased job opportunities for residents.

So GVA gives a high-level summary of the health of the city's economy in terms of its businesses and is lagged behind other measures of prosperity amongst Coventry residents. This update gives us a measure of growth in 2018, so the picture it gives of the local economy is one of Coventry well before the pandemic hit. Overall this measure indicates that growth in Coventry's economy overall had started slowing, perhaps meaning that the city is less equipped to be resilient to the significant impact we are likely to see as a result of the pandemic, than it might have been otherwise. On the other hand, Coventry's GVA per head is higher than the average amongst other metropolitan areas so may be better placed to cope than some other places.

In 2018 it was provisionally estimated that Coventry's GVA aggregated to £9.526 billion, an annual growth of 1.5% compared to 3.1% across England overall - so recent growth in Coventry has been relatively sluggish.

In 2018 the number of jobs at businesses located in Coventry increased moderately, continuing a recent trend. The total number of businesses did not increase in this time, so there was growth in the number of jobs at existing businesses. The growth in jobs at Coventry workplaces add to the picture showing the local economy growing at a moderate pace.

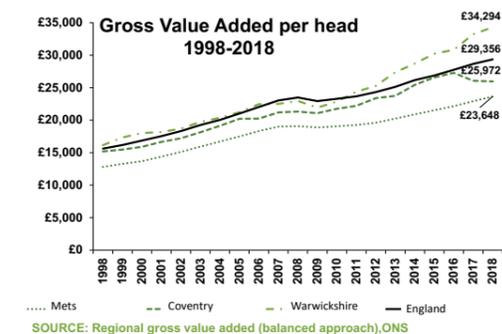
In recent years labour productivity in Coventry's firms has been growing (after a period of stagnancy post-recession) and average productivity is now a little higher than the national average and it is notably better than the average amongst similar local authorities. However, it only grew 1.6% in 2018 compared to 2.2% of an average nationally, and this could be a factor behind Coventry's lower than average GVA growth.

Gross value added

The city is home to some world-class, innovative business clusters. Successful, internationally -significant business sectors in the city and region include advanced manufacturing and engineering; energy and low carbon; connected autonomous vehicles; business, professional & financial services; and digital, creative, and gaming. In 2018, the city is ranked second of 63 city clusters across the UK for the rate of patent applications per population, a sign that the city is innovative.

The evidence presented on the local economy is only available for a period prior to when the Coronavirus pandemic hit and the success of some of these key sectors in Coventry may be challenged or even threatened. There will of course also be threats to other sectors that have been particularly affected across the whole country such as retail and leisure.

GVA per head is a measure used to put the GVA of the city in context given its population size. In 2018 it was £25,972, still notably lower than England overall at £29,356. However, Coventry's GVA per head is above the average amongst a group of similar areas (all metropolitan local authority areas in England not including London), so overall the local economy is relatively healthy compared to similar places.



However, GVA per head actually reduced very slightly (-0.3%) between 2017 and 2018 (this may be revised upwards next year when more data on 2018 economic activity becomes available), this compares unfavourably to England's per capita growth of 2.5% and indications are that there has been a reduction in GVA per head for two years now since 2016. This is largely because Coventry's population has been growing very fast over this time; the value produced by local businesses did not grow as fast as the local population - total GVA grew by 1.5% but Coventry's population grew by more - Coventry has one of the fastest growing populations outside of London. The growth in

the Coventry population is partly being fuelled by the growth of the local universities - most students are economically inactive.

Creating the infrastructure

Funding secured for transformational schemes

Coventry secured £31.6m in WMCA Devolution Deal funding to help deliver five works packages linked to UK City of Culture 2021 and 2022 Commonwealth Games.

This is in addition to £14m LEP funded money which is currently being used on the Bull Yard schemes and the Upper Precinct schemes.

The aims of the packages and the programme are to ensure a lasting legacy to promote ongoing economic growth for Coventry and the whole West Midlands. The programme aims to get Coventry 'City Ready' to welcome millions of visitors during 2021 and maximise the benefits of this fantastic accolade for the city and wider region to create a lasting impact.

For Coventry there is a need to change perceptions of the city as a place to visit and spend time to attract investment, retain talent and grow the visitor economy. Coventry has one of the lowest graduate retention rates in the UK, the City of Culture programme gives the council an opportunity to change the city and create a place where young professionals want to live, work and play. In addition, the programme will support the delivery of safe and vibrant communities through the creation of high quality public spaces which will help to bring communities together, as well as offering apprenticeship opportunities for local people during scheme construction and ensuring the city is accessible for all.

Transportation

A research and development project that could lead to Very Light Rail (VLR) services operating in Coventry is now well underway.



The formal procurement process is expected to run from January 2020 for 12 months.

The Coventry VLR will be the first system of its type in the country. Lightweight, battery powered vehicles, capable of autonomous operation, will run on specially designed tracks that can be installed with the minimum of disruption.

Developing the city centre

Major improvements have been taking place to Coventry City Centre, including the improvements to Coventry Railway Station, and associated city centre public realm works. These will play a key role in helping to accelerate the development of new commercial sites, attract new private sector investment into Coventry, and increase footfall for city centre retailers. In total, across Coventry and Warwickshire, Growth Deal funding will enable the creation of 13,326 indirect jobs, 5,311 new apprentices, 6,957 homes and the unlocking of 1,062,169 m² of commercial space.

Delivering the new boutique hotel on the Friargate Boulevard

One of the Council's key corporate priorities is the realisation of high-quality new hotels within the city to support its economic development, inward investment, and visitor economy ambitions. In August 2019, Cabinet agreed the key terms of a deal with Castlebridge that will result in a 100 bed Hotel Indigo being delivered in the Friargate business district which is anticipated to be open during 2021. As well as being a fantastic new hotel in its own right (alongside a high quality restaurant and bar open to the general public), the hotel will play a key role in enhancing the city's reputation, be a catalyst for the wider Friargate scheme and provide approximately 40 permanent jobs

Delivering Two Friargate

The Council is working with the Friargate Joint Venture to realise the delivery of the next commercial office building within the Friargate business district, Two Friargate. Two Friargate has received planning consent and will provide 134,000 square feet of high-quality commercial office space that will play an important part in the Council delivering its economic development and inward investment objectives for the city. Working with the joint venture, the detailed stages of technical design and procurement preparation are well underway with a start on site expected for later in 2020.

Coventry City Council has approved funding worth £17m that will support the development of a second office building at Friargate with work set to begin in Autumn 2020.

This funding is in addition to the £51.2m grant that the Council received from the West Midlands Combined Authority in 2018 to support the delivery of the first phase of Friargate.

This second building would have 134,000 square feet of lettable, adaptable, state of the art office space which would be on par with the best the region has to offer. In addition to this office space, there will be space available on the ground for a café or restaurant to occupy - creating a vibrant space at ground level - accessible to the public.

A second office building at Friargate is part of the wider plans to expand the Friargate development and to make it and the city an even more attractive place for businesses to invest in.

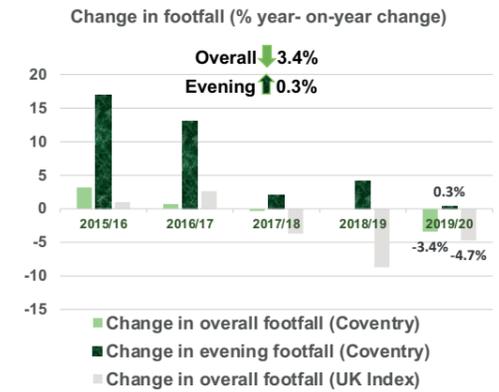
It is estimated that the scheme will create 700 jobs during the construction phase of the scheme, with many more jobs created when the building is operational.

City Centre South

City Centre South is the Council's key regeneration priority for the city centre and will transform seven hectares of the city through a new, mixed use development scheme that will provide hundreds of new homes, a high quality public realm environment and modern, forward looking commercial, leisure and retail spaces. The Council has been working with its development partner, Shearer Property Group, in the preparation of a planning application for the scheme and it is anticipated that this will be submitted to the Council for consideration during 2020 following public consultation and engagement. One of the enabling projects for City Centre South, the demolition of Coventry Point, was completed in Autumn 2020.

City centre footfall

This year uses a slightly different period for 2019/20 to compare to the same period last year. The last few weeks were affected by the lockdown of the UK due to the coronavirus pandemic and this unduly affected footfall figures - if these weeks were included in the calculation we would not be able to judge how much of the fall in footfall has occurred before lockdown. The full effect of the pandemic will be seen in future footfall figures. Looking at the period from week 11 2019 to week 10 2020 (approximately March 2019 to February 2020), footfall across the whole of Coventry City Centre was 3.4% down compared to the same period last year. This compares to a 0% change last year so, while last year footfall was resilient in the face of negative trends on high streets elsewhere, Coventry footfall was this year on a deteriorating trend even before the pandemic hit. However, Coventry's footfall change still compares favourably to a UK benchmark - other places for which we receive data showed a worse average footfall deterioration of -4.7% compared to 2018/19.



The city centre has been undergoing significant development to the public realm to improve the environment. During this time parts have been less accessible as barriers have been put up for periods of time, this may have negatively affected footfall.

As it has in previous years, footfall in the evening has performed better than it has in the day time; total 2019/20 footfall between 7pm and 3am was 0.3% higher than it was in 2018/19.

Empty shop units small reduction in 2019

Despite footfall being at lower levels in 2019/20 compared to 2018/19 the number of empty shops was on a falling trend throughout 2019, reaching 46 empty units (1 in 8 retail units in the prime retail area of the city centre) at the end of 2019 (post Xmas) compared to 48 at the same time in 2018 and 61 at the end of 2017.

Raising the profile of Coventry and arts, sports & cultural opportunities

Encouraging investment

Coventry continues to grow its international presence through active place promotion both in the UK and overseas. The city has a longstanding relationship with partners in China through several recent significant investment deals and this remains a key market. In addition, the City is expanding its international approach and has over the last year begun to actively engage new markets across Europe, Middle East, and Far East. This activity allows the City to demonstrate the pipeline of planned developments ripe for investment as well as the collaboration and investment opportunities created through our leadership in emerging sectors such as electric vehicle battery development and connected autonomous vehicles.

In the last 12 months Coventry has been involved in the delivery of 4 high profile outward missions as part of this new direction to increase its global presence. The City has also hosted 15 international delegations of government officials, businesses and investors over the same time period providing a platform to profile the regions strong economy, excellent relationships with partner organisations, two world-class universities, technical assets and fantastic support services on offer.

Hosting major events

COVENTRY EUROPEAN CITY OF SPORT 2019

UK European City of Sport 2019

The city was UK European City of Sport during 2019, holding over 180 events around the city. Summer saw Coventry host Europe's largest corporate multi-sports festival. The four-day event had:

- over 3,000 people take part in 23 sports;
- 170,000+ participants;
- 180 events;
- 7,500 joined the Festival of Running; and
- 10,500 took part in Let's Ride.

Coventry's year as European City of Sport in 2019 saw a massive investment in sport and leisure, thousands getting active, and created a legacy for years to come. During Coventry's year as European City of Sport, many high-profile events were attracted to Coventry, such as European Corporate Games, with over 3,000 people taking part, Street Games National Conference and Velo West Midlands and The Premier League Kicks National tournament with over 80 football league teams represented.

Along with these fantastic events, international ice hockey was played at the Sky Dome whilst England Under 20s played rugby union against South Africa at the Butts Park Arena.

Community Festivals, which were hosted in partnership with Vodafone and CityFibre, helped to engage people of all ages in a wide range of sports. In fact, throughout the year, over 170,000 people were supported to become physically active through a variety of events, projects, and activities.

MotoFest Coventry 2019 saw much increased attendance records, with 229,292 visitors recorded at this year's festival.

In an incredible gauge of the event's rising popularity, MotoFest Coventry recorded its first ever six figure attendance on the first day, as around 140,000 visitors enjoyed the sights and sounds of the UK's largest urban motoring festival.



July 2019 thousands enjoyed family fun at Godiva Festival

More than 75,000 people flocked to the War Memorial Park to enjoy a range of action-packed events at the popular Godiva Festival. It was the first year that the event was ticketed, and the festival, in its 21st year, offered something for all ages, with performances from Busted, Levellers, Afro Celt Sound System, Feeder and Pinkfong Baby Shark, to name but a few.

Visitors also enjoyed plenty of fun in the Family Field, with the mini petting farm, birds of prey, funfair and Go CV Sports and Wellbeing Zone proving popular and there was a tribute to 40 years of 2-Tone, with a performance from The Selecter.



August 2019 European Corporate Games was hailed as a great success for the city. The Europe Corporate Games helped Coventry celebrate its role as European City of Sport - and reinforce its reputation as a 'friendly, welcoming city'.

The Games saw thousands of amateur athletes gather in Coventry for a massive celebration of sport. Council athletes did brilliantly, with many medal performances in a variety of sports.



Thousands take to the streets for Let's Ride September 2019

Thousands of people took advantage of the opportunity to cycle through Coventry's traffic-free streets, as part of HSBC UK Let's Ride Coventry.

A record-breaking total of 10,500 locals got on their bikes to tackle the 5km course, which set off from opposite the Council House, taking in local landmarks and a host of family-friendly activities on the way.



Commonwealth sports switch for Ricoh

Coventry's Ricoh Arena will be a host venue for rugby sevens, judo, and wrestling at the Commonwealth Games 2022.



Building sports facilities

The Wave destination waterpark and a new 50m pool.

The city's £36.7m waterpark, The Wave, opened its doors to the public in October 2019.

At the centre of the state-of-the-art waterpark are six high octane slides, each offering a combination of speed and thrills.

From the Torrent - which drops riders 20 metres into the plunge pool - to roller coaster rides like the Cyclone, each slide is a unique experience, with light and sound features to ensure complete immersion for riders.

There is also a splash pad area with jets, tipping buckets and smaller accessible slides for toddlers, a lazy river, a poolside cafe and wave pool which churns over 20 million litres of water every day.



The new 50m pool at the Alan Higgs Centre opened February 2020. Costing £13.5m, Coventry City Council and Sport England funded the project that is now another great addition to the city's fantastic sporting facilities.

Special features of the pool include the moving floor that can be raised to deck level and be lowered all the way to two metres. The pool can be divided into smaller sections using a boom, making it suitable for all events including swimming lessons and galas while also being suitable for swimmers of all ages and abilities. A pool pod to hoist users with disabilities is available along with fully accredited Changing Places facilities.

Go CV residents' loyalty card

In March 2020 Go CV celebrated its first birthday and thanked partners and all 45,000 of its fantastic card holders for joining in its first momentous year!



Whilst in lockdown residents could not use many of the privileges and benefits that come with the Go CV card, however, people could still sign up and have a browse of the website to see what was on offer. Restrictions are changing all the time and many partners are getting things in place to open safely.



Coventry City of Culture 2021

Preparations for Coventry UK City of Culture 2021 began in earnest in the year. However the COVID-19 pandemic required an immediate response to protect the City's existing arts and cultural base from the effects of the initial lockdown and to enable an effective recovery to ensure that Coventry UK City of Culture 2021 will still be a national celebration which will linger in the City's memory for generations. www.coventry2021.co.uk

For a full year starting in May 2021, we will celebrate our city with events, music, dance, theatre, and large-scale spectacle. As well as these big celebrations, our city will show its unexpected side, with more intimate experiences and ways to get involved across every ward of the city.

And it is not just Coventry. This celebration will see the entire region get involved and benefit from the opportunities that being City of Culture brings.

A key element of this will be the City of Culture Leadership Programme. The aim of the programme is to strengthen and diversify the next generation of leadership for Coventry's creative sector, to reflect the diversity and cultural strengths of the city.



Promoting Coventry as a visitor destination

Coventry has seen record breaking growth in the number of people visiting the city in 2019/2020 compared to previous years - and the city's food and drink sector has seen the largest rise.

The figures were set out in an annual report commissioned by the Coventry Destination Management Partnership and Coventry Business Improvement District. The Scarborough Tourism Economic Activity Monitor (STEAM) report is a tourism economic impact model that helps to indicate growth trends and the value of the city's visitor economy. The data provides us with a good benchmark to understand the value of our visitor economy, as well as the COVID-19 and City of Culture 2021 impacts in future surveys.

Highlights include:

- Record breaking growth in visitor numbers from 8.9m in 2016 to over 10m in 2019
- Coventry's visitor economy was worth £594m in 2019 – up 4.6% on 2018
- Coventry is leading CWLEP's visitor economy growth – 4.6% growth in value (Cov) versus 3.5% (CWLEP)
- Both day and overnight visitors are in growth, but we have seen a greater percentage increase in overnight stays versus 2018
- Coventry has a very balanced distribution of contribution from visitor economy sectors, which is positive
- Food & drink sector represents the largest overall contribution (29%) at £110m (up 6.1% on 2018)
- Direct employment from all visitor types rose by 3.3% in 2019 to 5275 – the staying visitor employment increase was 4.7%

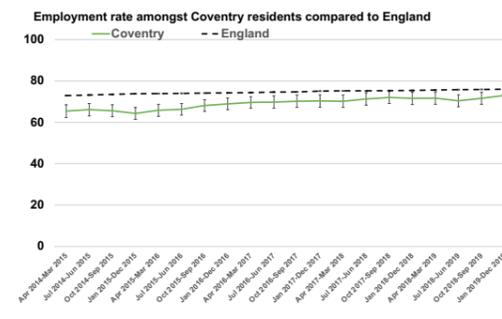
Helping local people into jobs

Through the CW Skills 4 Growth European Social Funded programme a total of 63 Small and Medium-sized Enterprises have been supported leading to accredited training and qualifications for 263 employees meeting their identified skills needs. In addition, our social value work has resulted in 258 local people employed on sites with Skills & Employment plans.

Recent activity this year has involved liaison with businesses in relation to the transfer of Coventry City Council unspent Apprenticeship Levy funds. This new work which commenced in the latter part of 2019/2020 has so far led to engagement with 4 businesses who have been approved to receive CCC Apprenticeship levy transfers of £124,500 which will fund and support 29 new apprentices in Coventry.

Strong levels of employment

The number of Coventry residents in employment has been increasing strongly for the last few years and continued to increase in 2019. The employment rate is 73%, with 179,300 of 245,500 working age (16-64) residents in paid work. This rate is lower than the England average, but is in line with other similar areas with a high number of full-time students.



Coventry's employment rate is lower than the national average at least partly because it is home to a relatively high number of full-time students. While a few years ago the total number of residents in employment was increasing but the employment rate wasn't increasing significantly because the total working age population is growing very fast (amongst the fastest population growth in the UK), the overall employment rate has also been on an improving trend for a number of years now. It is significant that the number of residents in employment is growing faster than the total working age population given that Coventry's population is growing so fast. The increase in the employment rate in the last year of just over

1 percentage point is not statistically significant in itself, however the data gives strong evidence that the trend of improvement continued in 2019, so the progress of this indicator is reported as positive.

The total number of residents in employment has been increasing because of increases in both full-time and part-time work. The increase in the number of residents in employment was slightly greater amongst those employed in 'higher skilled' better paid occupations types in general.

The growth in jobs in Coventry and the increase in the employment rate amongst Coventry residents in 2018 happened at a time when growth in overall GVA has been relatively slow. It may be that local jobs have been increasing in less productive sectors for GVA, analysis of changing GVA and jobs by industry gives some evidence to that - although growth in employment amongst residents has been in higher paid occupation types on the whole. There are indications that the total number of jobs at workplaces in Coventry started to fall in 2019 following growth for a number of years. In this context it is positive that the number of Coventry residents in work has continued to increase. Overall, trends of employment for Coventry residents appear a little more positive than the overall economy.

Unemployment higher than national averages

This gives a sign of unemployment amongst Coventry residents in 2019 before the Covid-19 pandemic. There are already indications from the benefit claimant count (another measure) that unemployment in Coventry increased notably in April 2020 and unemployment will be notably higher as a result of the impact of Covid-19 on the economy. The extent of this and how long lasting the negative impact will be as yet unclear. These 2019 data simply gives us a view of the baseline unemployment level before the pandemic, an indication of the health of the labour market for Coventry residents in 2019, which may help with the picture of how well-placed Coventry is to deal with the pandemic impact.

The 2019 unemployment rate stands at 5.3%, higher than the national average. As with national trends, unemployment in Coventry has been dropping over the medium term, but it increased a little in 2019 and its now higher than the national average again after it had closed the gap in previous years. An estimated 10,300 Coventry working-age residents are

unemployed, 5.3% of all economically active Coventry residents. Coventry's unemployment rate is now a little higher than the average amongst a group of similar local authority areas because of the 2019 increase.

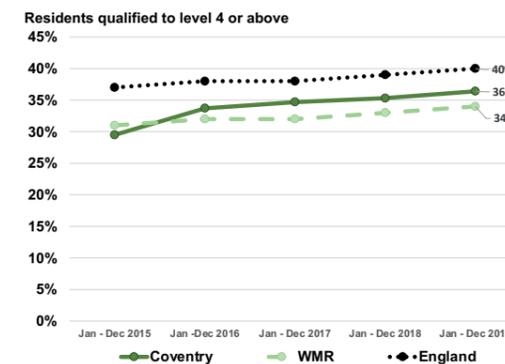
Unemployment has gone up at the same time as employment increased as well. This is because the number of Coventry residents who are economically inactive has continued to fall, despite increases in the number of students in Coventry. So, some residents who were previously inactive are now in employment and a number of others are now seeking work but have not been able to secure employment. National welfare reform policies may have been a factor in these flows. In 2019 there were an estimated 56,000 residents economically inactive, 10,300 unemployed and 179,300 in paid employment.

The unemployment claimant count, which is a different measure that counts the number of residents who are claiming Jobseeker's Allowance or claiming the new benefit Universal Credit due to being unemployed, indicates that unemployment in Coventry is highest in Foleshill ward and lowest in Wainbody ward. As mentioned above, this is a timelier measure of changing unemployment and the data is suggesting unemployment went up sharply in April 2020.

Increasing qualification levels

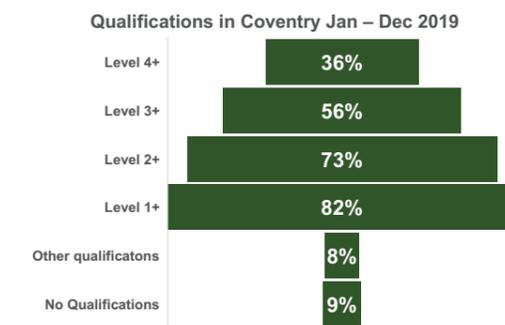
Up until recently Coventry's working age population overall have been less qualified compared to other areas. However, there have been improvements in recent years and while overall the population still is less qualified than the national average, Coventry is now doing well compared to similar areas. A higher proportion of Coventry residents are qualified to higher education level than the regional average and the average amongst local authority areas that are like Coventry. 36% are qualified to higher education level (NVQ level 4+), 89,000 residents. The long term trend of increase appears to be continuing but the increase in the proportion of residents who are qualified to at least level 4 in 2019 was not significant, the trend of improvement has slowed a little for the last couple of years. The recent increase in the proportion of residents with higher level qualifications will be linked to the growth of the local universities. Also, to the recent trend of growth in employment amongst residents and faster growth amongst occupations types that likely require higher qualifications. This data gives a tentative indication of success in the aim

of attracting those in higher paid occupations to live in Coventry where previously they commuted in from their homes outside of the city.



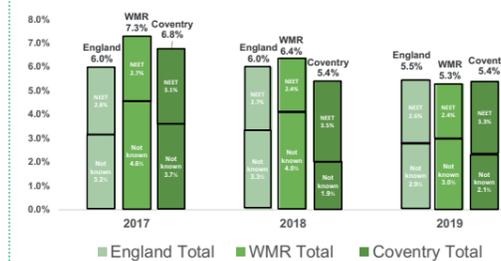
The considerable number of students moving to Coventry to study at the two local universities means that the city benefits from a graduate gain whereby annually the city enjoys a net gain of graduates in employment. However, only an estimated 15% of students moving to Coventry to study stay to work in the city, and so graduate retention is low compared to other cities. If Coventry were able to retain more of those graduating from Coventry University and the University of Warwick, the qualification profile of the city would improve; this requires improving job opportunities for graduates.

At the other end of the spectrum, almost a tenth (9%) do not have qualifications, 22,200 residents; worse than across England overall (7.5%), similar to the West Midlands regional average (10%) and to the average amongst similar local authority areas. This may make it harder for these residents to get into employment, or at least sustain secure and reliable work. However, many of those with no official qualifications are aged 50 and over and many are in work.



These statistics that look at the proportion of residents who have certain qualifications gives some indication of how highly skilled the local population are, but we should note that qualifications is not the same thing as skills required at workplaces. There have been challenges with skills in Coventry whereby businesses have experienced shortages of the skills they need. 8% of Coventry firms who responded to the national Employer Skills Survey 2017 said they have at least one skills shortage vacancy, whereby they are finding it difficult to recruit to a job because the candidates do not have the required skills. Additionally, 12% of Coventry firms said they had skills gaps whereby at least one of their employees did not have all the skills required for the job.

Young people not in education, employment, or training (NEET)



Coventry's performance has continued to improve over the last three years and the 2019 figure of 5.4% remains below (better than) both our statistical neighbours and national. Coventry is estimated to have 380 NEETs, 16-17 year olds not in education, employment, or training, or whose activity is not known.

Reducing the impact of poverty

● Growth in median annual pay

Overall, there was zero nominal pay growth for Coventry residents in work in 2019, full time average annual pay fell narrowly during 2019. Rates of employment amongst residents continued to increase during 2019 but average pay is not increasing overall, and this pay data gives a counterbalance to the apparently positive picture of the labour market given by total employment numbers. While the data suggests that increases in employment amongst residents have been greater in 'higher skilled' types of occupations, overall average pay did not increase in that period - this may indicate limited growth in pay across all types of jobs.

Pay growth amongst Coventry residents in employment is worse than the average elsewhere; Coventry's lack of growth (-0.1%) compares to average pay growth across England of 2.7% and it increased by 2.4% across the West Midlands region on average. Average annual pay for Coventry residents in full-time employment is still lower than the national average but slightly higher than the West Midlands regional average. Despite the lack of growth in Coventry, average annual full-time pay is still above average compared to similar local authority areas.

In 2019 there was zero average nominal pay growth amongst all full-time workers from Coventry while average prices continued to rise, albeit moderately. The UK annual inflation rate ran at between 1.5% and 2.0% so for some Coventry residents in employment real incomes were falling. To consider the effect on overall household incomes, the fact real earnings may have fallen a little should be balanced against the fact that an increasing proportion of Coventry residents are in employment. On the other hand, welfare payments to those out-of-work have fallen.

Historically the average earnings amongst all Coventry residents in work have been consistently lower than the average pay by workplaces located in the city; on average commuters into Coventry get paid more. This remains and the gap had not been closing in recent years.

Gender pay gap

● Gross disposable household income (GDHI)

Gross Disposable Household Income (GDHI) broadly measures the amount of Coventry's GVA that benefits households, the money generated that becomes income for people. Coventry has a low average annual GDHI per head amongst residents. At £15,355 per head Coventry's is notably (about £3,000) less than that of the West Midlands region, and less than that of England (about £6,250). Coventry's residents have significantly less to spend or save after income distribution measures (including taxes, social contributions, and benefits) have taken effect.

GDHI is still low but growth in 2018 was relatively good. Total GDHI, at £5.631 billion, increased by 4.3% in 2018, a similar rate of increase to the England average (5.3%). GDHI per head grew as well, but by less than the national average, 2.4% compared to 4.6% annual growth for England, this is because the total population growth in Coventry in 2018 was at one of the highest rates in the country. It is significant that GVA from Coventry's businesses did not grow in 2018 but GDHI, the household income that results, grew quite well - so while the growth in the local economy was starting to look brittle in 2018, the outcomes for residents remained relatively healthy. However, we can see from another data source (median full-time earnings) that the following year, 2019, saw low growth in earnings from employment - so such growth in household income may not sustain.

While GDHI per head grew faster than GVA per head this year, it remains notable that GVA per head in Coventry is higher than the average for a group of similar local authorities, but it is lower than the same group for GDHI per head. This points to relatively low average income being a particular issue for Coventry. A relatively low amount of the value created by Coventry businesses helps local households as income. Coventry is a population centre; the city's population has been growing strongly for several years and the city is home to 2 successful universities and so is home to many full-time higher education students. These reasons are partly why this measure of household income is relatively low.

Supply, choice & quality of housing

● A new housing and homelessness strategy

In March 2019, the City Council launched its Housing and Homelessness Strategy 2019-2024. The Strategy is committed to creating not only a sustainable future for the city through delivering 42,000 new homes by 2031 but also focusing on the here and now by preventing and tackling homelessness head on. We want a Coventry where everyone has a place to call home.

The Housing and Homelessness Strategy sets out the council's broad ambitions, focussing on the four key areas of preventing homelessness & supporting homeless households; support for people and communities; improving the use of existing homes; housing development.

● Increase in the number of higher banded properties as a percentage of all properties.

The overall number of properties increased by 3,330 from 143,552 in March 2019 to 146,882 in March 2020. Amongst properties in the higher Council tax bands of C to H, the number of properties increased by 1,132 from 42,259 to 43,391 in the same period. As a result, there has been a slight increase in the percentage of higher banded properties relative to the overall tax base, now at 29.54%.

● Modular homes

July 2019 two modular homes have been installed in Coventry as part of a WM Housing Group modular housing pilot. The homes have been built in partnership with Totally Modular and Coventry City Council. When they were transported to the site at Littlethorpe, Willenhall there were already kitchens and bathrooms installed in the buildings.



● Building new homes and neighbourhoods

Major regeneration plan for Wyken

A major £7million regeneration project announced July 2019 will see an area of Coventry transformed. The regeneration of an area of Wyken will be the first major project by Citizen, the new name for housing association WM Housing Group and Whitefriars Housing. The project due to be completed in 2024, plans that 93 new homes will be built, and 112 flats refurbished.

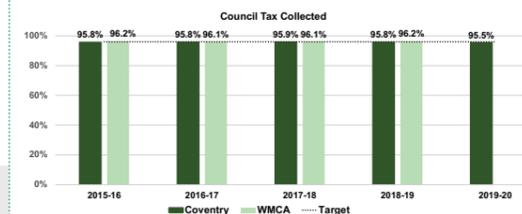


● Council tax

Over 95% of Council tax is collected in year

There has been a decline in the overall percentage of council tax collected in year which is reflective of a wider national trend over the past 24 months. In 2019/20 95.5% of council tax was collected compared to 95.7% in 2018/19. It is too early to conclude as to the extent to which collection rates have or will be affected by the COVID-19 pandemic.

The tax base is still buoyant with increases in the number of properties and the amount of council tax available to collect.



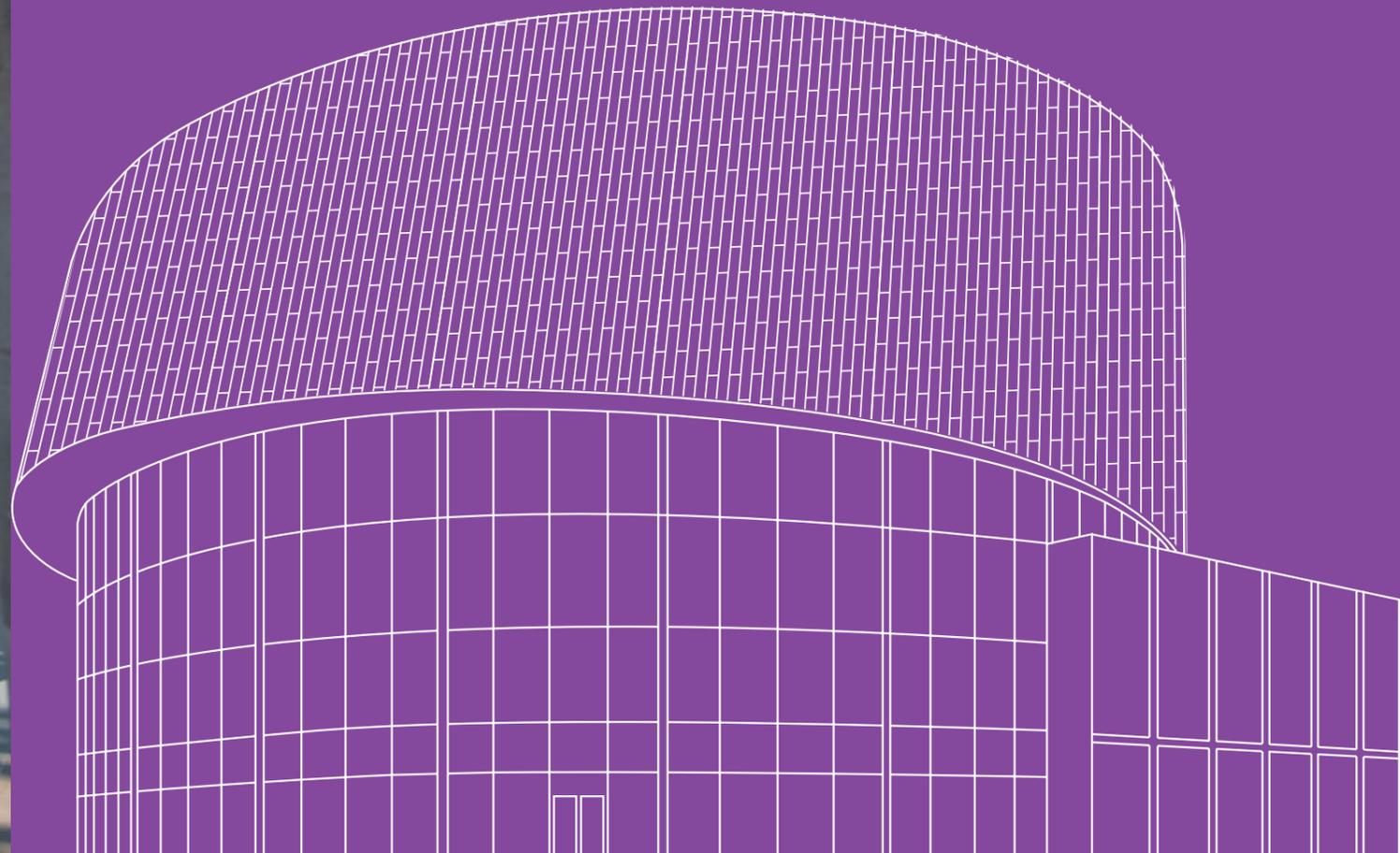
Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Gross value added (pound per head)	£26,061 (2017 revised)	£25,972 (2018 provisional)	WMR £23,964 (2018 provisional), England £29,356 (2018 provisional)	⊞	To increase	⊘
Business rates tax base (change from 2002 base)	136.09 (2017/18 revised)	138.70 (2018/19)	WMCA 125.20 (2018/19), England 159.64 (2018/19)	✓	To increase	⊘
Business rates total rateable value (and collection rate)	£319m (98.2%) (2018/19)	£319m (98.0%) (2019/20 provisional)	WMCA 97.4% (2019/20), England 98.0% (2019/20)	✓	£318m (98%+)	✓
Active enterprises (number and rate per 10,000)	340 (9,845) (2018)	341 (10,065) (2019)	WMCA 387, Warwickshire 589 (2019), England 522 (2019)	✓	To increase	⊘
City centre footfall (year-on-year % change)	0.0% (2018/19 revised)	-3.4% (2019/20)	N/A (No regional data), UK index -4.7% (2019/20)	✗	To increase	⊘
Visitor trips	7,974,000 (2015)	10,030,000 (2019)	N/A (No data), England N/A (No data)	✓	To increase	⊘
Resident employment rate	72% (Jan-Dec 2018)	73% (Jan-Dec 2019)	WMR 74% (Jan-Dec 2019), England 76% (Jan-Dec 2019)	✓	To increase	⊘
Unemployment (model-based)	4.9% (Jan-Dec 2018) revised	5.3% (Jan-Dec 2019)	WMR 4.8% (Jan-Dec 2019), England 3.9% (Jan-Dec 2019)	✗	To decrease	⊘
16-17-year olds not in education, employment, or training (NEET) including not knowns	5.4% (NEET 3.5%, Not known 1.9%) (2018)	5.4% (NEET 3.3%, Not known 2.1%) (2019)	WMR 5.3% (NEET 2.4%, Not Known 3.0 %) (2019), England 5.5% (NEET 2.6%, Not Known 2.9%) (2019)	✓	Below (better than) national average	✓
Residents qualified to level 4 or above (working age population)	35% (Jan-Dec 2018)	36% (Jan-Dec 2019)	WMR 34% (Jan-Dec 2019), England 40% (Jan-Dec 2019)	⊞	To increase	⊘
Median annual pay (full-time employees) of residents	£28,746 (2018 revised)	£28,707 (2019 provisional)	WMR £28,262 (2019 provisional), England £30,661 (2019 provisional)	⊞	To increase	⊘
Median annual pay (all employee types) of residents	£24,296 (2018 revised)	£24,214 (2019 provisional)	WMR £23,629 (2019 provisional), England £25,118 (2019 provisional)	⊞	To increase	⊘
Gross disposable household income per head	£14,987 (2017 revised)	£15,353 (2018 provisional)	WMR £18,222 (2018 provisional), England £21,609 (2018)	✓	To increase	⊘
Change in Council tax base (change from 2009 base)	108.83 (2018/19)	109.15 (2019/20)	WMCA 107.76 (2019/20), England 110.92 (2019/20)	✓	To increase	⊘

Indicator	Previous	Current	Comparators	Progress	Target	Status
Total amount of Council Tax in an area and number of properties	£149m (143,552 properties) (31/03/2019)	£157.7m (146,882 properties) (31/03/2020 provisional)	N/A (No data), England N/A (No data)	✓	To increase	⊘
Properties in higher Council Tax bands (C to H)	29.44% (42,259) (31/03/2019)	29.54% (43,391) (31/03/2020)	N/A (No data), England	✓	To increase	⊘
Council tax collection rate	95.7% (2018/19)	95.5% (2019/20)	WMCA 95.8% (2019/20), England 96.8% (2019/20)	✗	96%+	✗



 **Locally committed**
Improving the quality
of life for Coventry people



Create an attractive, cleaner, and greener city

Improving air quality

Coventry residents have been giving their views on a range of schemes which will enable reductions in nitrogen dioxide levels in Coventry without the need to introduce a Clean Air Zone (CAZ). By the end of April 2020 more than 150 individuals and groups have already fed back on proposals – and now because of COVID-19 restrictions the Council has decided to extend the consultation by a further five weeks to enable people to respond. The consultation was due to end on 26 April but was extended to 31 May 2020.



A Class D Clean Air Zone would have affected all vehicles that do not meet certain air pollution standards. For the scheme to work some cars and other types of vehicle would have faced a charge to drive into a large part of the city. The Council always felt there was a better way of achieving the air quality goals, and last year put forward its preferred package of measures. The consultation found a combination of measures in the area around Holyhead Road, through Spon End from Hearsall Lane to Junction 7 of the Ring Road, and on Foleshill Road. All of these are being planned to avoid the introduction of a CAZ.

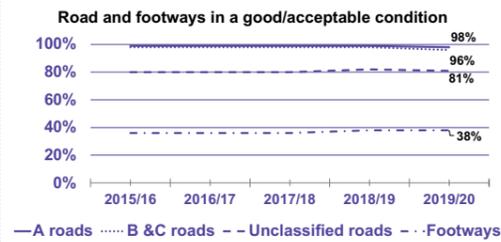
In February, the Government wrote to the Council in support of Coventry's proposals which set out to reduce Nitrogen Dioxide emissions, helping residents through cleaner air and better health.

A legal direction from the Government means that Coventry will need to send a final full business case. The submission date was 19 June but is now likely to be later in the year to reflect the lengthened consultation period. The COVID-19 outbreak and the resulting social distancing, travel restrictions and self-isolation measures has meant evidence of less traffic and NO2 pollution but the figures are likely to rise once lock-down measures begin to ease.

Roads and footways

Road network is in a good/acceptable condition

The 2019/20 survey shows 98% A roads, 96%, B & C roads, 81% unclassified roads and 38% of footways to be in a good/acceptable condition

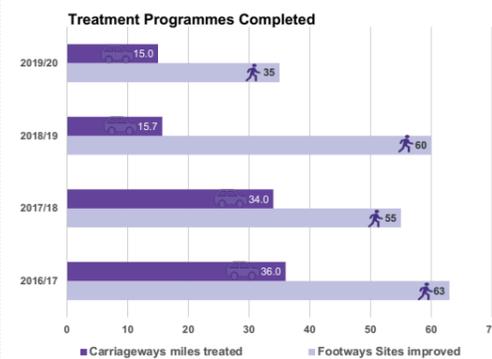


More priority potholes reported

1528 Priority 1 potholes were reported in 2019/20, compared to 925 in 2018/19.

This increase is attributed to the effect of the very wet winter, with reliable rainfall records dating back to 1892 in Coventry, the period from June 2019 to February 2020 has been the wettest such 9 month period (824.4mm) on record.

In 2019/20 15 miles carriageway treated miles of carriageways were treat and 35 footway sites improved.



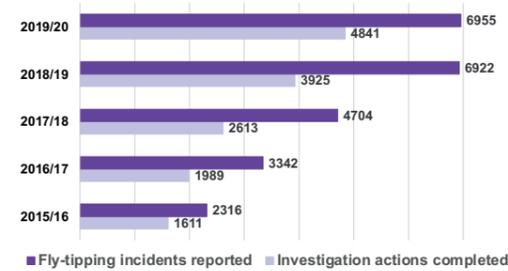
Additional funding

Our long-standing partnership with Citizen Housing has seen us conduct a further 2.7 million pounds of improvements to our footway networks across the City.

Despite the restrictions placed on us by the COVID 19 outbreak Highways has been resilient with levels of service being kept wherever possible to ensure the road network remained safe for all users.

Fly-tipping

Less than 1% increase in fly-tipping... and a 23% increase in enforcement action taken



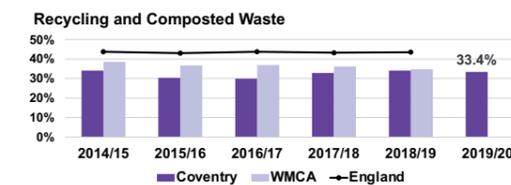
In 2019/20 the number of fly-tipping reports increased slightly from 6922 in 2018/19 to 6955 an increase of only 33. While the number of investigating actions has increased by 916 from 3925 in 2018/19 to 4841 in 2019/20.

Fly-tipping reports continued to be followed-up with intelligence from citizens and partners including the police and housing associations. 'Hot streets' are identified, allowing resources to be targeted on problem areas.

We continue to use the targeted use of overt surveillance equipment in fly-tipping hot spots, in order to deter and capture images of these responsible.

The Street Enforcement Team has targeted resources towards locations where issues are occurring and at the times that are needed. This will increase the number of front-line patrolling officers, ultimately leading to more community engagement 'on the street', which we have found is the best way to reduce fly-tipping. More officers time is also being devoted to investigating the most serious incidents of fly-tipping and focussing on problem locations

Challenges in increasing recycling



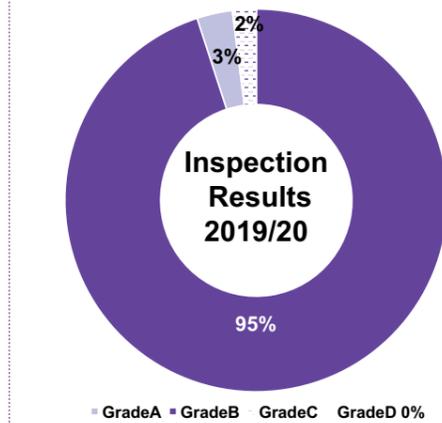
The provisional data for 2019/20 shows that the percentage of household waste recycled and composted has reduced slightly from 34.1% in 2018/19 to 33.4%. Contamination and placement of incorrect materials in the blue bins is still a problem and is being targeted by the Waste Education Team. The team has been

increased and it collaborates closely with round supervisors to identify problem streets and bins. The team is also using social media Twitter and the Recycle Club website to engage with residents.



Streetpride and cleanliness

98% of inspected sites meet standards



In 2019/20 98% of inspections completed was graded A or B. Inspections are undertaken on a weekly basis by the supervisory team based on the Government Indicator NI195. These inspections have been developed to measure work undertaken by the Streetpride teams, such as cleanliness, fly tipping, graffiti, grass cutting, hedges and shrub beds of the local environment. The frequencies of cleansing have been developed and adjusted over time to manage resources to meet a defined standard (grade B) in the code of practice as far as possible.

Upkeep of parks

Coventry has some of the UK's best parks

Five of Coventry's most popular parks proved to be some of the best in the country by being awarded a Green Flag.

Longford Park, Cauldon Castle Park, Allesley Park, Coombe Abbey Park and the War Memorial Park were again in July 2019 awarded Green Flags after meeting the high standards set out by Keep Britain Tidy.



Make communities safer

Addressing crime and violence

An increase in recorded crime

The total recorded crime in Coventry increased in the rolling year to January 2020 to 28,587 from 28,056 in January. This is a 1.9% increase a much smaller increase than in January 2019 which was 9.2%.

The main offences were theft from motor vehicle 2,385 (↑12%); common assault, 2,198 (↑24%); assault occasion ABH 2,139 (↓1%); burglary residential 1,726 (↓18%); and theft from shop/stall 1,612 (↓23%).

The crime rate per 1,000 population has also increased from 76.5 to 77.9 crimes per 1,000. This is lower than the rate recorded in both Wolverhampton and Birmingham, using the ONS 2018 population estimates. Wolverhampton rate is 95.0 and Birmingham is 100.6 recorded per 1,000 of the population.

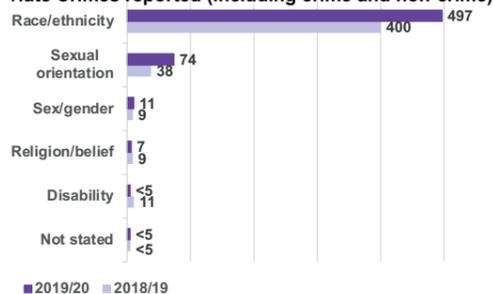
Youth offending

Low and declining levels of youth offending

First Time Entrant rates, already at a record low, continue to decrease the rate reduced to 224 in 2019/20 from 235 in 2018/19.

Hate crime

Hate Crimes reported (including crime and non-crime)



In 2019/20 the largest category (83%) of hate crime and non-crime incidents recorded were related to the protected characteristic of race/ethnicity; followed by sexual orientation (12%);

sex/gender/transgender (2%); religion (1%) and disability (1%).

Incidents relating to race/ethnicity, sexual orientation and sex/gender all saw an increase in the number of incidents reported in 2019/20

Challenging hate crime and supporting victims

A new Hate Crime Panel Process has been developed. The purpose of the group is to review Hate Crime cases and identify support for the victim. The panel has a wide range of groups connected to the panel to provide the support. Partnership working between statutory and community sector organisations is key to the success of this to support victims.

Tackling extremism and radicalisation

Tackling the causes of radicalisation is a key element of the work we do to ensure we are building more resilient and safer communities. The Council continues to work closely with our partner agencies and a range of community groups to raise awareness and challenge those extremist groups that seek to divide and cause harm. This includes

- enhanced training for professionals,
- developing resources to support the education sector and
- holding workshops with young people to understand their concerns.

Through Channel Panel – the multi-agency early intervention programme; we have safeguarded and supported vulnerable individuals and families this past year.

Preventing youth violence

The West Midlands Violence Reduction Unit invested £160k into the Hillfields area of Coventry (a police impact area) to support work on tackling violence. Over the course of 3 months we took a whole life course approach working with children as young as 2 going right up to adulthood. Preventative activities including programmes in nurseries, schools, and religious settings to build resilience in young people have been delivered. The family hub was opened at weekends in order to provide detached outreach youth work to those entrenched in gang activity to work with them and persuade them to seek help to adopt more positive activity including education, employment or training. A network of professionals including health visitors, policing, community members, early help staff, local radio, pharmacy staff and others has been built to make them aware of the role they can play in identifying those at risk of violence and how to report their concerns.

Domestic abuse

New domestic abuse services introduced July 2019

The new services aim to increase support and encourage those affected by domestic abuse to seek help. It's part of a joint effort by the Council and partner agencies to address the issue and recommission the services, in a bid to improve responses across the city to incidents of domestic abuse services. The collective services are set to include: community-based victim support; a counselling service for children affected, safe accommodation for victims; counselling support for victims of sexual violence; and a perpetrator service



Increase in domestic abuse crimes reported

There has been an 11.1% increase in Domestic Violence reported in 2019/2020. The number of reports increased from 6,719 in 2018/19 to 7,466 in 2019/20. In 2019/20 there were 4,178 crimes and 3,288 non-crimes reported over the 12 months.

7466 domestic violence offences reported in 2019/20

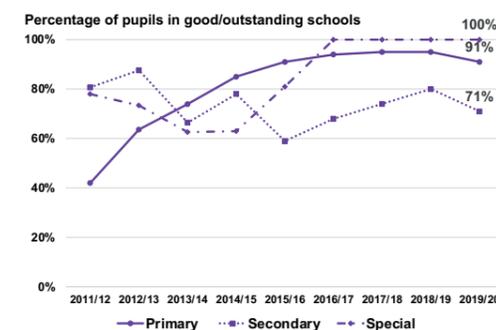


There were 623 more crimes and non-crime reported to the police by females and 99 more reported by males in 2019/20 than in 2018/19.

Improving educational outcomes

School performance

As of March 2020, 91% of pupils attended a good/outstanding primary school – a decrease by 4 percentage points to 91%, the city is still 3% points above national and 5% points above similar authorities. In secondary, 71% of pupils attended a good/outstanding - a decrease by 9% points. Although 9% points below national the city is just 1% point below similar authorities. All Special schools in Coventry continue to be Good or Outstanding exceeding rates for national and similar authorities.



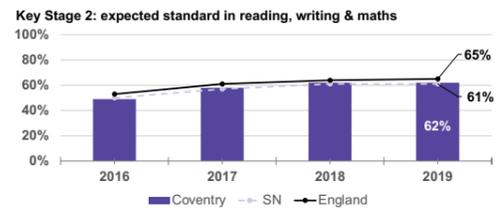
Fewer permanent exclusions

The percentage of pupils with permanent exclusions reduced in primary and secondary schools. In primary schools the percentage reduced from 0.03% March 2019 to 0.01% in March 2020. With the introduction of the inclusion support and the interventions by KEYS and GATEWAY the improved picture for primary permanent exclusions has been sustained. In secondary schools the percentage reduced from 0.06% March 2019 to 0.04% March 2020. The supported transfer systems have stabilised the number of pupils out of education and has reduced the number of exclusions. Successful supportive transfers now outweigh the number of failed supportive transfers.

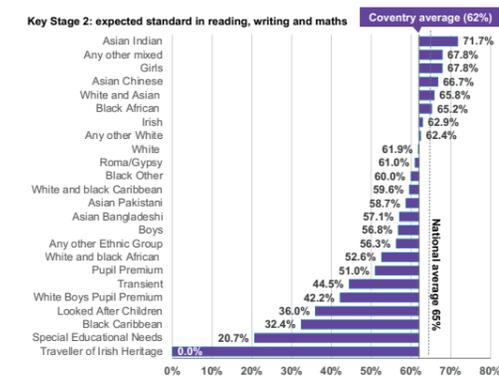
School attainment

The Council monitors results at the end of year 6 (key stage 2), year 11 (key stage 4) and year 13 (key stage 5).

At year 6, Coventry pupils continue to perform better than the average for similar areas

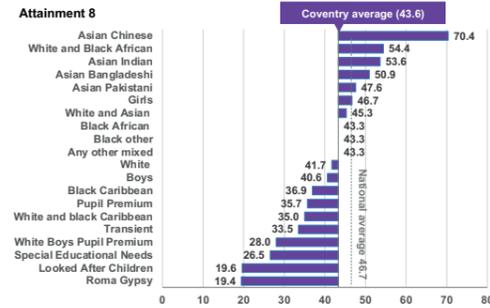
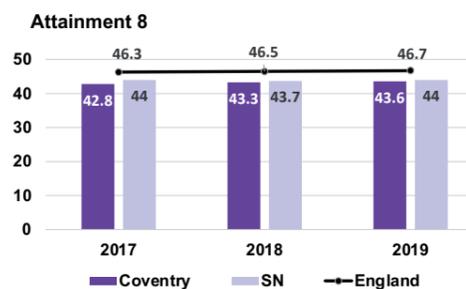


In 2019, the key stage 2 expected standard in reading, writing and maths stayed the same at 62%. This is 1% above the average for similar areas. Over half of the key priority groups have reduced the gap with national average including the city priorities of pupil premium and special educational needs.

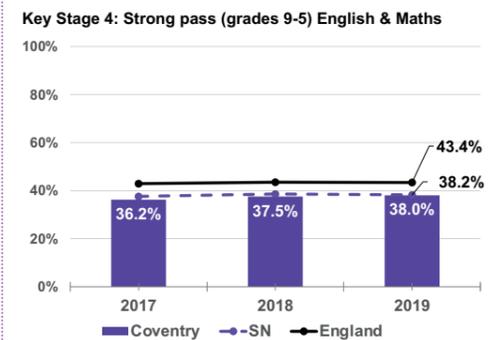
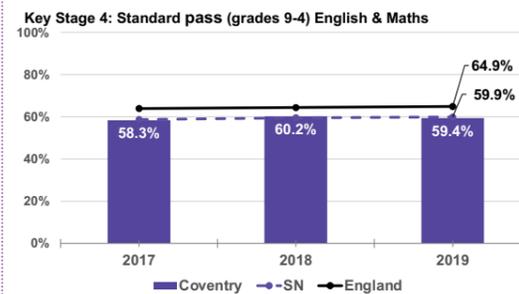


At year 11, attainment 8 score improved, and the gap narrowed with the national average

Attainment 8 measures pupils' attainment across 8 qualifications. Coventry's Attainment 8 score improved by 0.3 to 43.6 compared to the national rate of improvement of 0.2 to 46.7. In 2019 at KS4 more priority groups made progress with increased scores.



Coventry's performance in the 'strong pass' (headline measure) category has improved by 0.5ppts, compared to a national improvement of 0.1ppts, therefore closing the gap to national and an improved position in the LA ranking. However, Coventry's performance in the 'standard pass' (additional measure) category has declined by 0.8ppts, compared to an increase in national by 0.5ppts, therefore the gap to national has widened by 1.3ppts.



City performance improved for each KS5 measure and is above target for Tech Level and General Applied.

The high participation rates in our post 16 provision sees many students achieving great success on vocational courses (Tech Level) and achieving average attainment on the more traditional A Level route where the full range of ability access these courses to progress into Higher Education.

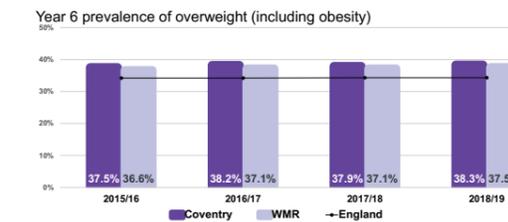
A new point score system was introduced in 2016 (A*= 60, C=30, E=10).



Improving health & wellbeing

Childhood obesity

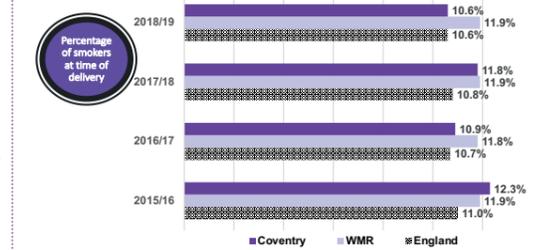
Almost 40% of the city's 10-11-year olds are overweight



The recent trend has been stable in line with the national average. The family weight management service (Be Active Be Healthy) transferred to the new Family Health and Lifestyles Service in September 2018. A reduction in childhood obesity is a key outcome for the new service. The service is collaborating with partners focusing on prevention, early intervention, self-care, and the promotion of support within the local community. One example is the Start Active, Stay Active programme which is being delivered to early years providers. The team are working in partnership with School Nurses who are also part of the new service, coordinating the delivery of One Body One Life (OBOL) weight management programmes following the National Child Measurement Programme (NCMP) being undertaken in schools. The service has seen an increased demand for programmes and uptake from families has improved. Outcomes from The Lancaster Model health needs assessment completed in Year 6 are also being analysed to incorporate learning into programme delivery and supporting the offer from the Family Health and Lifestyles Service to schools.

Smoking has reduced but challenges remain

Smoking status amongst new mothers at time of delivery for Coventry in 2018/19 has improved from last year and is statistically like England's.

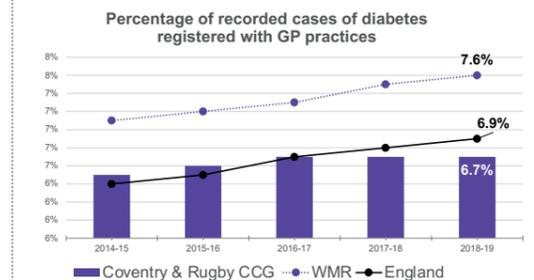


In 2018/19 over 300 women sought support from stop smoking services to quit, 131 achieved abstinence by the time of delivery. In addition to these, 17 family members also achieved a 4-week quit as part of the service's whole family support offer. Although the prevalence of smoking has been reducing, the number of women achieving abstinence from cigarettes at time of delivery from a Stop Smoking Service has remained consistent over the last few years. The Stop Smoking in Pregnancy service transferred to the new Family Health and Lifestyles Service in September 2018 and the service has contributed towards the recent review undertaken as part of Local Maternity System work which will influence the ongoing development of the service.

Diabetes

Diabetes prevalence remain stable

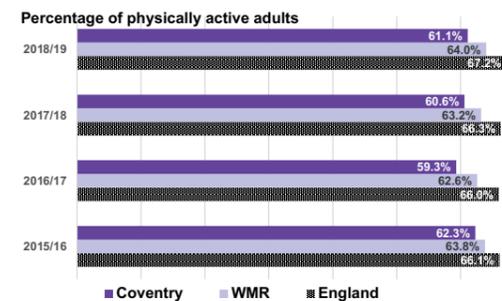
Overall diabetes prevalence is still stable. A range of initiatives are in place to improve our approach to prevention and management of diabetes. The National Diabetes Prevention Programme has been active since April 2018 across Coventry and Warwickshire and transitions to a new provider in April 2020.



We have continued to improve our self-care, patient information and education offer including a range of digital resources. We have held a range of diabetes awareness events reaching out to local communities and offering community based testing and risk management, including events at local Gurdwara's for World Diabetes Day in November 2019 and recruitment and mobilisation of diabetes community champions. We have also been working to improve our support offer for children, young people and their families living with diabetes.

Physically active adults

Survey shows 6 in 10 adults are physically active



The data is drawn from the national Active Lives Adult Survey by Sport England.

The city has a widening inequalities gap around gender and inactivity rates; women and girls are the highest group of inactive residents in the City followed by those with long term conditions. Coventry was the European City of Sport last year which offered wider opportunities and targeted programmes to address inequalities and improve wellbeing.

New leisure facilities were also opened last year, and the Go CV scheme has been launched and targeted at every resident with incentives and staggered membership rates to increase engagement.

Year of Wellbeing 2019

The Coventry and Warwickshire Year of Wellbeing campaign 2019 set out to raise the profile of local prevention opportunities and to encourage to take their own initiative to improve their own health and wellbeing. There were 4 themes for the year:

- child physical activity
- workforce wellbeing
- loneliness and social isolation, and
- celebrating personal successes

Our Year of Wellbeing has enabled Coventry to prepare for 3 significant opportunities

- European City of Sport in 2019,
- the Coventry UK City of Culture in 2021, and
- the Commonwealth Games in 2022.



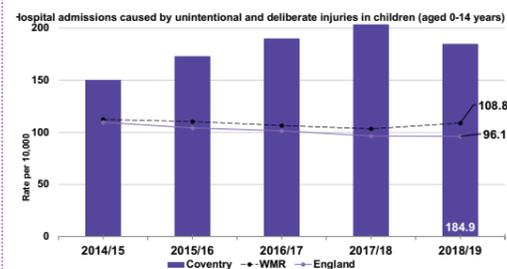
It was a fantastic 12 months in Coventry and Warwickshire. So many people made pledges to be more active, work together more effectively, eat healthier and look after one-self better.

Building on the success of the Year of Wellbeing, the city is continuing to promote wellbeing through a new branding, wellbeing for life.



Childhood injuries

The city's local safeguarding children board is working to prevent both unintentional and intentional injuries in children.

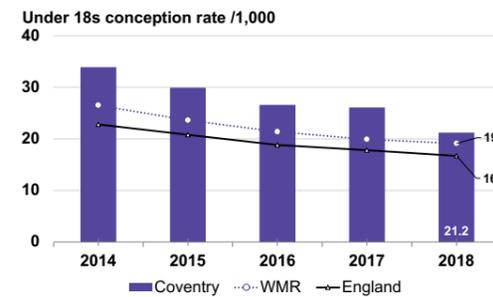


Hospital admissions caused by injuries in children 0-14 per 10,000 appears to have improved since the previous year in Coventry. The Family Health and Lifestyles service which includes agencies such as Health Visiting and School Nursing have continued to work in collaboration with partners such as Family Hubs on improving this indicator through joint

campaigning, raising awareness with parents and linking in with national organisations such as Royal Society for the Prevention of Accidents (ROSPA) and Child Accident Prevention Trust (CAPT) to create joint action plans. In-depth data analysis has shown hospital practice accounts for the outlier statistics of hospital admissions caused by injuries in children 0-14 compared to west midlands region, data has been presented to Children and Young Peoples Partnership Board and the Coventry Safeguarding Children Partnership who are aware.

Conceptions to under 18s

Fewer conceptions to under 18s



Under 18 conceptions continue to reduce. The latest figures released show the Coventry rate reduced from 26.1 in 2017 to 21.2 in 2018.

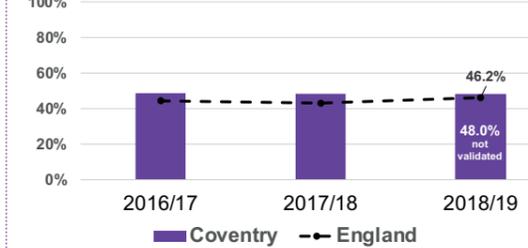
Protecting our most vulnerable people

The Council helps to keep children and adults safe from harm; provide early intervention for families; and prevent homelessness, while services continue to face significant and sustained pressures.

Breastfeeding

This year's data for breastfeeding prevalence at 6 to 8 weeks is unavailable, as the data did not meet Public Health England (PHE) requirements for reporting. A breastfeeding status of 94.3% of those eligible was reached however PHE only report a confirmed figure if a breastfeeding status of 95% is reached. Coventry's unvalidated data figure at a breastfeeding status of 94.3% is 48%. It appears breastfeeding rates in Coventry have remained consistent however analysis shows that we have areas in the city where rates are significantly below this average.

Breastfeeding prevalence at 6 – 8 weeks after birth



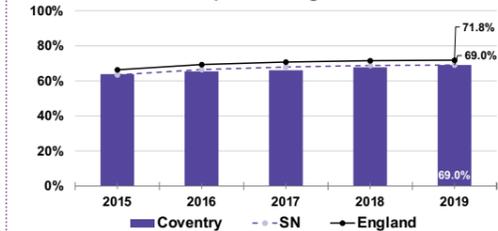
The Infant Feeding Team transferred to the Family Health and Lifestyles Service in August 2018 and are working closely with Health Visiting to improve rates. The service is working across the city and looking at how the team can focus on supporting areas with low take-up or maintaining breastfeeding rates on discharge from hospital. The service has been offering several drop-in sessions, telephone advice and information to promote breastfeeding.

Early years

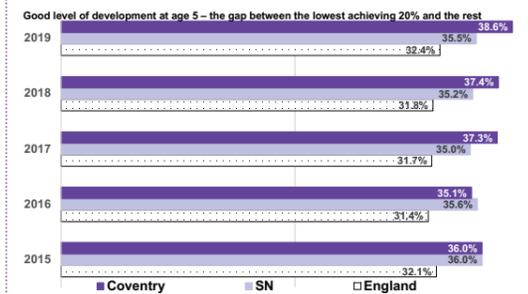
More five-year-olds achieve a good level of development

In 2019 Coventry achieved 69% of pupils achieving a good level of development an increase from 67.8% in 2018. Coventry's improvement is at a faster rate than national (1.2 percentage points compared to 0.3 percentage points)

Good level of development at age 5



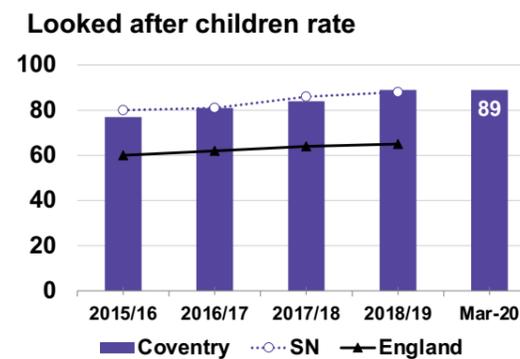
The gap between the lowest achieving 20% in the early years and the rest has increased



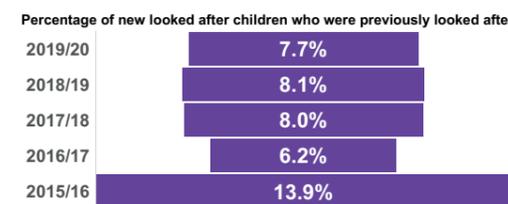
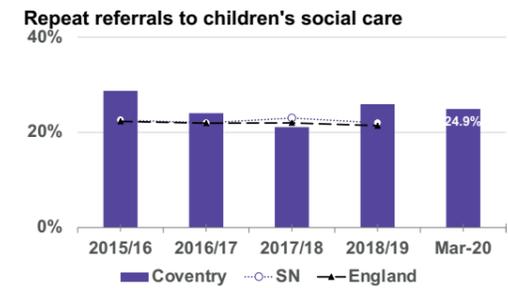
The gap in Coventry (38.6% in 2019) between the “lowest achieving 20%” in the early years and “the rest” is now over 6% points more than the same figure nationally showing a 32.4% gap. Closing the gap with those in poverty remains a city priority and integral to Coventry’s Early Help model. In addition, new termly monitoring of pre-school Foundation Stage assessments across Schools and Private & Voluntary Aided providers is being scheduled for 2020/21.

Children’s services

Provisional data shows the city’s looked after children rate remains the same at 89 per 10,000 of the population under the age of 18.



Repeat referrals to children’s social care have reduced and the percentage of new looked after children who were previously looked after has also reduced. Repeat referrals reduced from 25.9% in 2019 to 24.9% in March 2020. The percentage of new looked after children who were previously looked after reduced from 8.1% to 7.7%.



The percentage of common assessment framework assessments closed with all actions complete has increased from 69% March 2019 to 72.8% in March 2020.



Children’s Services - transformation update

The pandemic and lockdown have not been able to slow the ongoing transformation of Children’s Services.

The joint forces of the Transformation Team and Businesses Systems Team have made sure the journey to ‘good’ has kept its momentum.

The project to transform and improve Children’s Services has embraced system change, particularly the development of digital solutions, to make sure the city’s most vulnerable children are getting the best outcomes.

Despite the lockdown restrictions, recent improvements include:

- The redesign of business processes and forms for Signs of Safety to allow early help for vulnerable children and families before issues become more profound
- The continued drive to increase the number of internal foster care placements
- Moving to electronic processes for our Residential Services, through the implementation of a new module in the Children’s Case Management System (LCS)
- A ground-breaking partnership between Through Care and Severn Trent to provide Care Leavers with a 70% discount on their water bills.

Tackling substance misuse/risk-taking behaviours

Healthy Lifestyles Coventry is a FREE, face-to-face, or online service supporting clients to improve their health and wellbeing. The service promotes health by supporting weight loss, stopping smoking, alcohol reduction, increasing physical activity and providing statutory services like the NHS Health Check.

In the year, 1,453 (an increase of 381) completed a programme with the service, 14,800 NHS Health Checks were completed, 1,600 clients quit smoking, 550+ clients lost a minimum of 3% of their weight, and 700+ increased their levels of physical activity. 60% of these clients maintained their new lifestyle after 12 months. By taking a whole-person approach, of the 120+ clients reduced their alcohol consumption to within HM Govt. guidelines, 39% also went on to lose 3% of their weight.

The Change Grow Live service works to help those people whose substance misuse and risk taking behaviours cause substantial health and social problems. The Coventry service was rated as “Good” across the board following a Care Quality Commission inspection in 2019. Between 2018/9 and 2019/20 Change Grow Live saw an

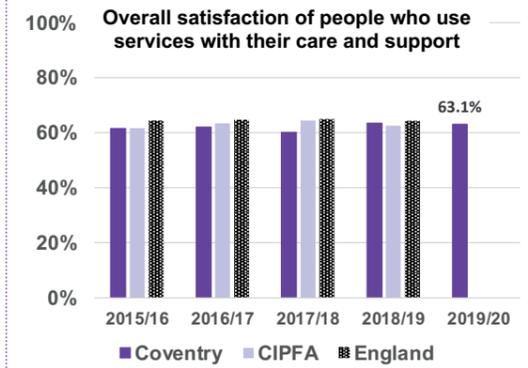
- increase in the number of new clients (from 876 to 926),
- an increase in the total number of people in structured treatment (from 1647 to 1685) and
- an increase in the number of people successfully completing treatment (from 333 to 400)

Change Grow Live provide training for health and social care practitioners and in first 9 months of the year 678 people completed training with them.

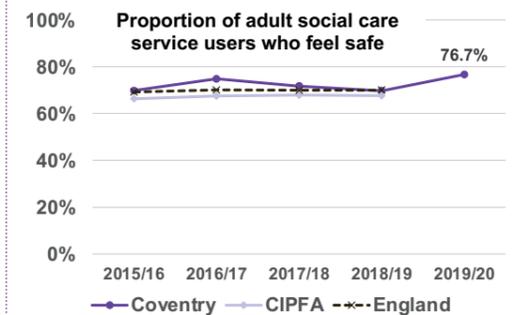
In response to the fact that the biggest cause of death among those in treatment was respiratory disease, Change Grow Live introduced micro-spirometry checks at assessment to identify Chronic Obstructive Pulmonary Disease as early as possible

Adult social care

The number of adult social care service users receiving long term on-going support increased from 3,287 in March 2019 to 3,405 in March 2020 an increase of 3.6%. The number and rate have stayed at a similar level over the last 5 years and remains lower than comparators. In 2019/20 10,534 adults contacted social care who had not previously received social care support. This is an increase of 1.6% from 2018/19. The number of adult safeguarding S42 enquiries (532) and rate per 100,000 population (185) have both fallen in comparison with last year. Proportion of adult social care service users placed in regulated adult social care services rated as inadequate has increased to 4.2%. As of 31st March 2020, 34 people were placed in residential and nursing care within the City that are rated as CQC inadequate out of 814 people placed. The overall satisfaction of people who use services with their care and support remains at a similar level to last year and is similar to our CIPFA nearest neighbours. In Coventry 63.1% satisfied in 2019/20 and 63.4% were satisfied in 2018/19.



The proportion of adult social care service users who feel safe has increased from 69.7% in 2018/19 to 76.7%.



Housing and homelessness

More households accepted as statutory homeless (in priority need)

The number of households accepted as statutory homeless (in priority need) increased from 388 in 2018/19 to 913 in 2019/20. The past year has seen an increase in approaches to the service. This has translated into much higher main-duty decisions being made, due to carrying over backlog cases into the year from the previous. The number of households accepted as statutory homeless (in priority need) increased from 388 in 2018/19 to 913 in 2019/20. The past year has seen an increase in approaches to the service. This has translated into much higher main-duty decisions being made, due to carrying over backlog cases into the year from the previous financial year and concentrating on getting these outstanding case decisions up to date. The team has seen lots of recruitment activity throughout the year to ensure staffing numbers are correct and the introduction of a new structure with the Accommodation Team being set up. There has also been a year on year increase in approaches to the services, 2018/19 3789 approaches and 2019/20 4530 approaches.

More homelessness cases prevented and relieved

The number of cases prevented and relieved increased from 413 in 2018/19 to 552 in 2019/20. More staff have been recruited and this has reduced the backlog leading to increased successful outcomes at preventions and relief stages. This has significantly increased in February and March 2020 which will go in to 20/21. The introduction of appointments has seen an increase in cases going onto prevention to give more opportunity to work with customers to resolve their circumstances before they may move into relief and have consideration for temporary accommodation.



Rough sleeping in city

In July 2019 the Council and dozens of other city agencies increased their efforts to help rough sleepers in the city.

A Rough Sleeping Co-ordinator was set to start, while outreach workers were linking with other agencies specifically to improve partnership working in helping rough sleepers into accommodation.

A scheme to provide housing and support to more than 100 rough sleepers was also underway, and a forum in place to link agencies to share the best approaches to working with people sleeping on the street.

Launched in February 2020, Change into Action is an alternative giving scheme supporting local specialist charities and street teams working to change the circumstances of rough sleepers and those at risk of rough sleeping in Coventry.



Agencies in the city working together to address street homelessness, businesses and councillors joined by the Mayor of the West Midlands to give their backing to the approach which is already operating in Birmingham and Solihull in the region.

Caradoc Hall – A One Coventry Approach

A refurbished housing scheme providing dozens of temporary homes in Henley Green welcomed its first families February 2020.



Caradoc Hall in Henley Green provides 102 family temporary homes for families who have applied to the Council as homeless. All of the flats have undergone a significant refurbishment. The completion of Caradoc Hall required a challenging (but rewarding) outcome focussed approach between many Council departments, private and third sector partners, in a true One Coventry approach.

Reducing health inequalities

Healthy life expectancy

Healthy life expectancy at birth figures for Coventry residents are not significantly different to the England average. The latest data 2015-17 remains similar to the 2014-16 data at 62.9 years for male healthy life expectancy at birth and 63.5 years for females.

However, people in Coventry on average, have a shorter life expectancy than the average for the country. The Director of Public Health Annual Report 2019: Bridging the Gap focussed on inequalities in the city and illustrates a range of factors that contribute to inequalities in life expectancy and healthy life expectancy. In Coventry there is a large gap between healthy life expectancy and life expectancy between people in the highest socioeconomic groups and those in the lowest socioeconomic groups,

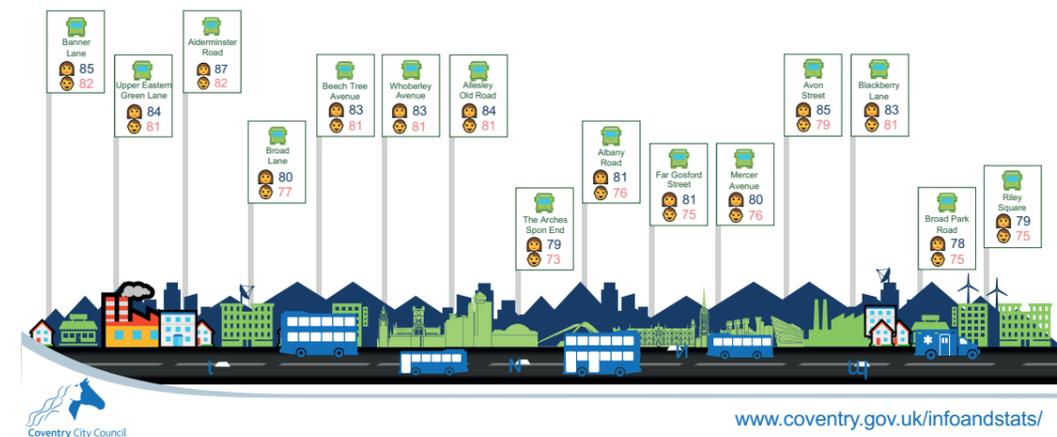
representing a large window of need when people start to require more support from health and care services. Life expectancy and healthy life expectancy are overarching indicators of the wellbeing of our residents and wide range of indicators and actions across the Council Plan contribute to this picture.

The city's Joint Health and Wellbeing Strategy, developed in partnership with senior leaders from across the public and voluntary and community sectors, sets out a four-year vision for health and wellbeing in Coventry and will be used by local health and care partners to inform plans for commissioning services and shape how we work together to meet health and social care needs and address the social determinants of health. The current focus is on loneliness and social isolation, young people's mental health and wellbeing, and working differently with our communities.

Life expectancy at birth in Coventry 2013-2017

Coventry's former bus route 10 crosses the city's more affluent and more deprived neighbourhoods. It illustrates the stark differences in life expectancy across the city – a gap of 9 years for males and 9.4 years for females.

14 June 2019



www.coventry.gov.uk/infoandstats/

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Principal roads (A roads) in a good/acceptable condition	99% (2018/19)	98% (2019/20)	N/A (No data), England N/A (No data)	✓	95%	✓
Non-principal roads (B and C roads) in a good/acceptable condition	98% (2018/19)	96% (2019/20)	N/A (No data), England N/A (No data)	✓	95%	✓
Unclassified roads in a good/acceptable condition	82% (2018/19)	81% (2019/20)	N/A (No data), England N/A (No data)	✓	80%	✓
Footways and pavements in a good/acceptable condition	38% (2018/19)	38% (2019/20)	N/A (No data), England N/A (No data)	✓	38%	✓
Fly-tips reported in the city	6,922 (2018/19)	6,955 (2019/20)	N/A (No data), England N/A (No data)	✗	<6576	✗
Household waste recycled and composted	34.1% (2018/19)	33.4% (2019/20 provisional)	WMCA 34.7% (2018/19), England 43.5% (2018/19)	✗	To increase	✓
Cleanliness levels-Grade A	2% (2018/19)	3% (2019/20)	N/A (No data), England N/A (No data)	✓	3%	✓
Cleanliness levels-Grade B	94% (2018/19)	95% (2019/20)	N/A (No data), England N/A (No data)	✓	95%	✓
Cleanliness levels-Grade C	4% (2018/19)	2% (2019/20)	N/A (No data), England N/A (No data)	✓	2%	✓
Cleanliness levels-Grade D	0% (2018/19)	0% (2019/20)	N/A (No data), England N/A (No data)		0%	
Crime (rate per 1,000 population and number of crimes)	76.5 (28,056 crimes, +9.2%) (Jan 2019 rolling year)	77.9 (28,587 crimes, +1.9%) (Jan 2020 rolling year)	Wolverhampton 95.0, Birmingham 100.6 (Jan 2020), England N/A (No data)	✓	To decrease	⊘
Drug offences and drug markers recorded	479 drug offences and 890 drug markers (2018/19)	530 drug offences and 817 drug markers (2019/20)	N/A (No data), England N/A (No data)	?	None set	⊘
First time entrants to youth justice system (rate per 100,000 young people aged 10-17)	235 (2018/19)	224 (2019/20)	Family group average of 253 (2018/19), England 224 (2018/19)	✓	To decrease	⊘
Domestic violence (crime and non-crime) offences known to the police	6,719 (+15.6%) (2018/19)	7,466 (+11.1%) (2019/20)	N/A (No data), England N/A (No data)	?	None set	⊘

Indicator	Previous	Current	Comparators	Progress	Target	Status
Repeat victims of domestic violence reported	23.1% (2018/19) Revised	24.6% (2019/20)	N/A (No data), England N/A (No data)	✗	To decrease	⊘
Pupils attending a good/outstanding primary school	95% (March 2019)	91% (March 2020)	SN 86% (March 2020), England 88% (March 2020)	✓	≥ National Average	✓
National Average		71% (March 2020)	SN 72% (March 2020), England 80% (March 2020)	✗	≥ National Average	✗
Pupils attending a good/outstanding special school	100% (March 2019)	100% (March 2020)	SN 99% (March 2020), England 93% (March 2020)	✓	≥ National Average	✓
Primary school pupils with permanent exclusions	0.03% (March 2019)	0.01% (March 2020)	SN 0.03% (March 2019), England 0.03% (2018/19)	✓	≥ National Average	✓
Secondary school pupils with permanent exclusions	0.06% (March 2019)	0.04% (March 2020)	SN 0.26% (March 2019), England 0.20% (2018/19)	✓	≥ National Average	✓
Key stage 2 expected standard in reading, writing & maths	62% (2018)	62% (2019)	SN 61% (2019), England 65% (2019)	✓	Better than SN	✓
Key stage 4: attainment 8	43.3 (2018)	43.6 (2019)	SN 44.0 (2019), England 46.7 (2019)	✓	Better than SN	✗
Key stage 4: progress 8	-0.08 (2018)	-0.12 (2019)	SN -0.14 (2019), England -0.03 (2019)	✗	Better than SN	✓
Key stage 4: standard pass (grades 9-4) in English and maths	60.2% (2018)	59.4% (2019)	SN 59.9% (2019), England 64.9% (2018)	✗	Better than SN	✗
Key stage 4: good pass (grades 9-5) in English and maths	37.5% (2018)	38.0% (2019)	SN 38.2% (2019), England 43.4% (2019)	✓	Better than SN	✗
Key Stage 5 level 3 average point score A Level entry	29.81 (Grade C) (2018)	30.58 (Grade C) (2019)	SN 30.99 (Grade C) (2019), England 32.87 (Grade C+) (2019)	✓	Better than SN	✗
Key Stage 5 level 3 average point score and grade tech Level entry	31.66 (Distinction-) (2018)	32.75 (Distinction) (2019)	SN 27.65 (Merit) (2019), England 28.64 (Merit) (2019)	✓	Better than SN	✓
Key Stage 5 level 3 average point score and grade general applied entry	25.46 (Merit) (2018)	27.21 (Merit+) (2019)	SN 27.15 (Merit +) (2019), England 28.91 (Merit +) (2019)	✓	Better than SN	✓

Indicator	Previous	Current	Comparators	Progress	Target	Status
Smoking status at time of delivery	11.8% (10.8%-12.8%) (2017/18)	10.6% (9.7%-11.6%) (2018/19)	WMR 11.9% (2018/19), England 10.6% (2018/19)	✓	To decrease	⊘
Adults achieving 150 minutes of physical activity per week	60.6% (56.3%-64.7%) (2017/18)	61.1% (56.8%-65.2%) (2018/19)	WMR 64.0% (2018/19), England 67.2% (2018/19)	⊞	To increase	⊘
Hospital admissions caused by injuries in children 0-14 (rate per 10,000)	203.7 (1,358 injuries) (2017/18)	184.9 (1,255 injuries) (2018/19)	WMR 108.8 (2018/19), England 96.1 (2018/19)	✓	To decrease	⊘
Overweight or obesity among children in Year 6	37.9% (36.4%-39.4%) (2017/18)	38.3% (36.8%-39.7%) (2018/19)	WMR 37.5% (2018/19), England 34.3% (2018/19)	⊞	To decrease	⊘
Recorded cases of diabetes as recorded on GP practice	6.7% (27,306) (2017/18)	6.7% (28,146) (2018/19)	WMR 7.6 (2018/19), England 6.9% (2018/19)	?	None set	⊘
HIV late diagnosis	54.9% (44.2%-65.4%) (2015-17)	52.7% (42.1%-63.1%) (2016-18)	WMR 46.0% (2016-18), England 42.5% (2016-18)	⊞	To decrease	⊘
Conceptions to girls aged under 18 (rate per 1,000 girls aged 15-17)	26.1 (2017)	21.2 (2018)	WMCA 21.9 (2018), England 16.7 (2018)	✓	To decrease	⊘
Good level of development at age 5	67.8% (2018)	69.0% (2019)	SN 69.0% (2019), England 71.8% (2019)	✓	Better than SN	✗
Gap (in the good level of development at age 5) between the lowest achieving 20% and the rest	37.4% (2018)	38.6% (2019)	SN 35.5% (2019), England 32.4% (2019)	✗	Better than SN	✗
Looked after children (rate per 10,000 population under 18 & number)	90.6 (703 children) (March 2019)	89.4 (706 children) (March 2020 provisional)	SN 88 (2018/19), England 65 (2018/19)	?	None set	⊘
Repeat referrals to children's social care	25.9% (March 2019)	24.9% (March 2020 provisional)	SN 21.4% (2018/19), England 22% (2018/19)	✓	<19%	✗
Percentage of new looked after children who were previously looked after (rolling 12 months)	8.1% (March 2019)	7.7% (March 2020 provisional)	N/A (No data), England N/A (No data)	✓	<6%	✗

Indicator	Previous	Current	Comparators	Progress	Target	Status
Common assessment framework assessments closed with all actions complete	69% (March 2019)	72.8% (March 2020 provisional)	N/A (No data), England N/A (No data)	?	None set	⊘
Households accepted as statutory homeless (in priority need)	388 (2018/19)	913 (6.2per 1,000 households) (2019/20)	WMR 2.1 per 1,000 households (2019/20), England 1.3 per 1,000 households (2018/19)	?	None set	⊘
Homelessness cases prevented and relieved	413 (2018/19)	552 (3.8 per 1,000 households) (2019/20)	WMR 6.7 per 1,000 households (2019/20), England 8.5 per 1,000 households (2018/19)	?	None set	⊘
Overall satisfaction of people who use services with their care support	63.4% (2018/19)	63.1% (2019/20)	CIPFA 62.6% (2018/19), England 64.3% (2018/19)	⊞	To increase	⊘
Overall satisfaction of carers with social services	40.1% (2018/19)	N/A biennial indicator	CIPFA 38.5% (2018/19), England 38.6% (2018/19)	⊘	To increase	⊘
Adult safeguarding S42 enquiries (number and rate per 100,000 population)	655 (228 per 100,000) (2018/19)	532 (185 per 100,000) (2019/20)	WMR 223 per 100,000 (age-standardised) (2018/19), England 326 per 100,000 (age-standardised) (2018/19)	?	None set	⊘
Proportion of adult social care service users placed in regulated adult social care services rated as inadequate	0% (31 March 2019)	4.2% (31 March 2020)	N/A (No data), England N/A (No data)	✗	<4%	✗
Adult social care service users receiving long term on-going support	3,287 people (1,188 per 100,000) (31 March 2019)	3405 people (1232 per 100,000) (31 March 2020)	CIPFA 1,596 per 100,000 population (2018/19), England 1,446 per 100,000 (2018/19)	✓	<1238	✓
Proportion of adult social care service users who feel safe	69.7% (2018/19)	76.7% (2019/20)	CIPFA 67.8% (2018/19), England 70% (2018/19)	✓	To increase	⊘
Adults who contacted social care not previously receiving social care support	10,367 (3,600 per 100,000) (2018/19)	10,534 (3,801 per 100,000) (2019/20 provisional)	CIPFA 5,685 per 100,000 (2018/19), England 4,350 per 100,000 (2018/19)	?	None set	⊘

Indicator	Previous	Current	Comparators	Progress	Target	Status
Breastfeeding rates at 6-8 weeks	48.3% (46.8%-49.8%) Count 2057 (2017/18)	N/A (48% not validated 2018/19)	WMR no data available (2018/19), England 46.2% (2018/19)	⊘	To increase	⊘
Male healthy life expectancy at birth	62.9 (61.3-64.6) (2015-17)	61.9 (60.2-63.0) (2016-18)	WMR 61.8 (2016-18), England 63.4 (2016-18)	=	To increase	⊘
Female healthy life expectancy at birth	63.5 (61.7-65.3) (2015-17)	62.5 (60.6-64.3) (2016-18)	WMR 62.3 (2016-18), England 63.9 (2016-18)	=	To increase	⊘



Delivering our priorities with fewer resources

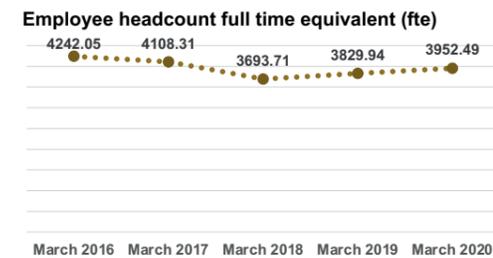


Making the most of our assets

The Council has continued to take a balanced commercial approach to meeting its budgetary pressures and maintained an appropriately prudent approach to managing its finances. In 2019/20 this included measures such as renting -out further space within its Friargate building, generating further rental income and acquiring the largest private commercial waste operator in the city to complement the Council's existing commercial waste service. This approach has helped the Council to avoid some of the worst effects of budget cuts experienced elsewhere across the country in recent years.

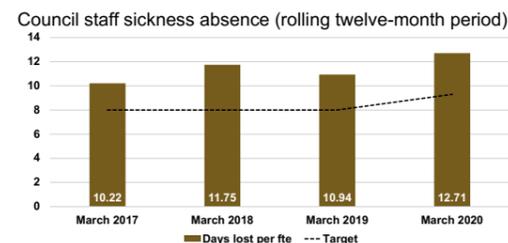
● Council workforce

Further slight increase in full-time equivalent employees



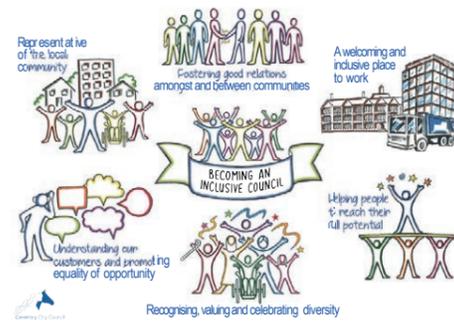
There were 3,952 full-time equivalent (fte) employees in the Council at the end of March 2020, an increase of 122.55 fte compared to a year ago. This continues last year's increase in fte numbers following many years of reducing numbers.

Increase in sickness absence



In 2019/20, 12.71 days per FTE (excluding schools) were lost due to sickness absence. The top reason for absence was stress, depression, and anxiety, followed by musculoskeletal problems. A number of measures are being taken to reduce the rate of absence such as a targeted action plan, increased health and wellbeing measures and revising the absence management policy. As well as being remedial measures, these actions are designed to address the causes of absence.

Workplace wellbeing



Improving equality, diversity, and inclusion (EDI) for our workforce is a key priority for the Council and to aid in this a new EDI policy has been created.

● Making savings to support frontline services & addressing our environmental footprint

36% of transactions completed online or by self-service

A new programme of digital change has just been launched called Digital First which will see an increased focus on providing opportunities to engage with the organisation's services through self-service channels. Greater consideration will be given to the customer experience through this programme to ensure that services are user friendly and customer feedback will be utilised to progress a programme of ongoing improvement.

Improved capture rate

The percentage of customer telephone contact answered [capture rate] improved from 84% in 2018/19 to 91% in 2019/20. New technology, improved performance management routines and recruitment prioritisation have seen significant improvements in this area. Importantly, greater emphasis has also been placed on the achievement of quality outcomes and general feedback from the public is positive.

Further reductions in carbon emissions

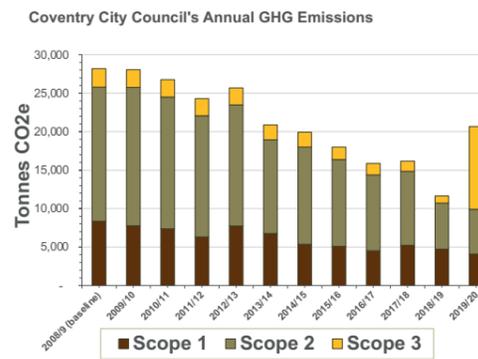
Emissions from Scopes 1 and 2 in 2019/20 have decreased 7.56% since 2018/19 and 62% from the 2008/09 baseline. This reduction is partly attributable to a significant reduction in liquid fuel use as Friargate is now connected to the Heatline. Although this data only accounts for Scopes 1 and 2 emissions, the Council are further developing our reporting of Scope 3 data by ensuring we record and calculate additional

Scope 3 emissions to be used in future reports. The following defines what is meant by Scopes 1, 2 & 3.

Scope 1 - All Direct Emissions from the activities of an organisation or under their control. E.g. fuel consumption on site such as natural gas and fleet fuel.

Scope 2 - Indirect Emissions from electricity purchased and used by the organisation.

Scope 3 - All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control.



Please note that the increase in Scope 3 emissions this year is a result of us evolving the methodology used to calculate the Scope 3 emissions. In previous years, Scope 3 emissions were limited to business travel (associated with Expense and purchasing card data), district heat loss and electrical transmissions & distributions. In order to be as transparent as possible, we have begun the process of expanding the reporting of Scope 3 data this year. We have added liquid fuel, gas, and electricity consumption of Scope 3 buildings, which includes schools and other Council owned properties, to the Scope 3 calculations. Over the next few years, we will continue developing a procedure to record more Scope 3 building data and other areas which we have not been able to capture data for previously. We anticipate the improved capture of Scope 3 data will show an increase in emissions, although that would not be reflecting the reality of the situation, but rather an increase in the data reported.

Please also note that some reductions in Scope 1 and 2 may be a result of Council owned buildings being outsourced over the year, this will cause a reduction in Coventry City Council's GHG emissions.

As a City Council, we have made considerable progress in carbon reduction since first publishing a Climate Change Strategy in 2012. However, we recognise there is still lots more

to do. The WMCA has set a target of carbon neutrality for the region by 2041, although the Council at this stage has not identified a target such as this. However, with the Council's current Climate Change strategy set to expire by the end of 2020, this provides a perfect opportunity to launch a more ambitious and inclusive climate change strategy, which works for the whole City. The Council with the support of the WMCA and funding from the UK Government's Innovate UK has set up a Regional Energy Systems Operator (RESO) Project to look at the most environmentally sound ways of generating and supplying heat and power across the City. The outcomes of this action research will provide vital information which builds upon our record in addressing Climate Change within the organisation. The City Council intends to establish an independent Commission of stakeholders to mobilise businesses, communities, and voluntary organisations across the City into developing a new Citywide Climate Change and Sustainability Strategy and Action Plan. The Plan will build upon the great work currently happening throughout the City and will ensure Coventry is a leading driver for Sustainable growth and employment, urban innovation and creating a green healthy environment.

● Regenerating the economy

£102m of bid-for external grant funding has been used to fund the Council's Capital Programme in 2019/20.

Active communities & empowered citizens

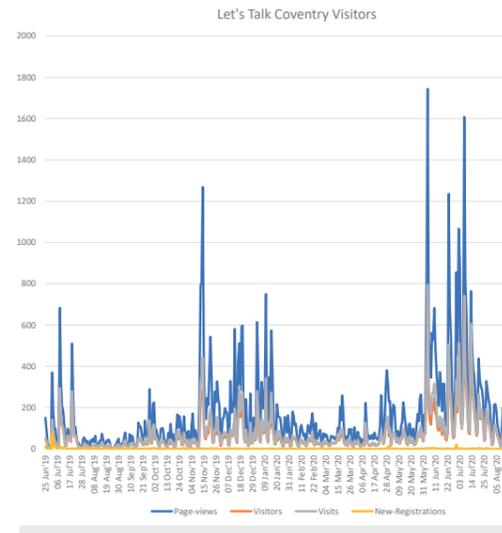
● Engaging local communities



Let's Talk Coventry (www.letstalk.coventry.gov.uk/)

The Council has a new engagement platform called Let's Talk Coventry which has enabled us to generate better connectivity and collaboration amongst local communities.

The platform has improved our online engagement offer through the use of a variety of deliberative tools as well as surveys. The graph below shows the increase in engagement with the platform.



Disability Equality Action Partnership

The Disability Equality Action Partnership brings together representatives from a variety of groups supporting disabled, Corporate Partners and the Council.

In 2019/20, the group has been working together with West Midlands Combined Authority on a Coventry Disability Transport Charter to ensure that transport is for everyone not just the able bodied.

The Disability Transport Charter should be launched in 2021.

In addition, Let's Talk Coventry has allowed us to co-ordinate and improve quality of consultation across the Council and reach a far wider audience.

Several engagement events were held as part of the development of the Joint Strategic Needs Assessment (JSNA). They were viewed as great networking opportunities and a chance for everyone that came to find out what other great work is going on in their areas.

The information gathered provides a snapshot of current and future health and care needs of the local community as well as local assets that can help improve things and reduce inequalities.

www.coventry.gov.uk/jsna

Feeding Coventry and social supermarket

Feeding Coventry is a small charity with big ambition: to create a food resilience city in Coventry where nobody goes hungry. They are committed to working with partners and local communities to tackle the root causes of hunger, build food security, provide low cost food to vulnerable groups and support people in crisis.

In March 2020 Feeding Coventry opened Coventry's first 'Social Supermarket', an innovative model for providing affordable, good quality food alongside local produce and goods and wraparound advice services.

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Carbon dioxide emissions (from local authority operations)	10,712 tonnes (-58%) (2018/19 final)	9,902 tonnes (-62%) (2019/20 estimate)	N/A (No data), England N/A (No data)	✓	-35% by 2020	✓
Core employee headcount (full-time equivalents, fte)	3829.94 (March 2019)	3952.49 (March 2020)	N/A (No data), England N/A (No data)	?	None set	⊘
Council staff sickness absence (rolling twelve-month period)	10.94 days per fte (2018/19)	12.71 days per fte (2019/20)	N/A (No data), England N/A (No data)	✗	8.0 days	✗
Transactions done online or self-service	36% (2018/19)	36% (2019/20)	N/A (No data), England N/A (No data)	=	40%	✗
Customer telephone contact answered (capture rate) (New Indicator)	84% 2018/19	91% 2019/20	N/A (No data), England N/A (No data)	✓	95%	✗

Further information

Further information, including infographics, open data, maps and a publication schedule is available at www.coventry.gov.uk/infoandstats/. This year, progress has been made towards developing a Citywide Intelligence Hub, a one-stop data platform providing a “single source of truth” of data and evidence about Coventry.

Change log

The following list sets out indicators that are new, revised or deleted, or where data is unavailable for this report.

New indicators

- Overall satisfaction of people who use services with their care and support
- Overall satisfaction of carers with social services
- Customer telephone contact answered [capture rate]

Deleted indicators

- Adults using social care who receive self-directed support
- Adults using social care who receive direct payments
- Reduction in face to face and telephone contact

Data unavailable

- Overall satisfaction of carers with social services
- Breastfeeding rates at 6-8 weeks

Feedback

Thank you for reading this annual performance report. If you have any feedback or comments about this report, please contact the Insight Team:

Web: www.coventry.gov.uk/infoandstats/

Email: insight@coventry.gov.uk

Twitter: [@CovCCInsight](https://twitter.com/CovCCInsight)

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Insight Team

Coventry City Council

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One Coventry

Performance Management Framework 2020/21



1 Introduction

Organisational performance management helps us ensure we achieve what we set out to do. It does so by setting out how we plan and organise our resources to achieve the things we want to do – our vision and priorities, as set out in the [Council Plan](#).

By aligning our resources, actions and activities to the Council's vision, priorities and desired outcomes, it helps us measure how public money is turned into results for citizens.

2 The Council's approach

Performance management is everyone's responsibility, and it is also part of our day-to-day operation. The performance management cycle is made up of:

- **planning** – developing a strategy or plan;
- **doing** – implementing the strategy/plan and undertaking the activities;
- **reviewing** – monitoring the implementation of the plan, through performance dashboards, metrics and measures; and
- **revising** – revising a strategy or plan following the review.

Our performance management framework recognises the diversity of our business, and is mindful that services already respond to a wide range of other performance management arrangements, e.g. statutory returns, partnership working arrangements, and different legal, regulatory, or policy frameworks.

As a result, this framework builds on the systems and processes already in place, while ensuring a unified, **One Coventry** approach, striking a balance between minimising administrative burden and ensuring commonality across the organisation. Additionally, as we increasingly deliver our priorities in partnership, where we commission, champion, or co-ordinate services with partners and communities, we need to ensure that we work together for the good for Coventry people.

3 Balanced scorecard approach

The Council uses a balanced scorecard approach to performance management. That is, it recognises that we cannot rely on financial measures (whether we balanced our budget or not) alone to measure our performance. Instead, we monitor our performance using outcomes, finance, workforce, and quality measures to ensure strategy is aligned to delivery.

Outcomes Service outputs and outcomes.	Finance Budgets, financial inputs, profit/loss.
Workforce Our people.	Quality Satisfaction, complaints, timescales.

4 Key documents

The Council's vision is connected to its delivery at every level of the organisation, from the Council Plan to employee appraisals.

4.1 Council Plan (One Coventry Plan)

The Council Plan, One Coventry, is the organisation's top-level strategy setting out our vision and priorities. In other authorities this may be called a corporate plan or corporate strategy.

The Council Plan is the responsibility of Corporate Leadership Team along with Cabinet and Scrutiny Co-ordination Committee.

Progress towards the Council Plan is reported annually to Cabinet and Scrutiny Co-ordination Committee.

4.2 Key strategies

The organisation has a set of key strategies setting out how it will achieve the Council Plan vision. Typically, strategies set out the strategic direction to deliver a key priority, including key objectives, deliverables and targets. Examples include our Local Plan, Housing and Homelessness Strategy, Cultural Strategy, Green Space Strategy, and Health and Wellbeing Strategy.

Key strategies are the responsibility of a management team at an appropriate level of responsibility, along with the relevant cabinet member and/or board.

Progress reported to a strategic group regularly and at least annually to relevant cabinet member and/or board.

4.3 Action plans

Underneath each key strategy are a series of work plans or action plans. These set out how we deliver the strategy. For instance, a work plan or action plan will set out the activities, timescales, resources and responsibilities, translating strategies into operational activities. Examples include

Action plans are the responsibility of a service or team; and progress should be reported regularly to managers responsible for a strategy.

4.4 Appraisals

Individual employees are all subject to annual appraisals. These set out objectives for an individual and their progress towards their objectives and progress towards the expected standards set out in the behaviours framework.

Responsibility for appraisals lie with individual employees and their manager. Each employee must have an annual appraisal; with objectives and progress reviewed regularly through one-to-one meetings

5 Our behaviours

In addition to *what* we do – our vision and strategy, it is important to consider *how* we do it – our values and behaviours/principles. The following sets out what effective performance management means in line with the Council's behaviours framework.

5.1 Putting customers first

Goals or targets are challenging but achievable and realistically reflects the level of funding and resources available – so that we deliver the best possible outcomes for the people of Coventry. Services do not shy away from setting a goal or target when it would be appropriate to do so; and management also recognises that goals and targets can change as the situation requires.

5.2 Being adaptable

Performance management adapts to needs of each service including the legal, regulatory, policy

frameworks of each area; as well as the needs of the organisation. Where possible, services are flexible to work together to adopt common reporting arrangements.

5.3 Always improving

A learning culture where performance management is used to understand what went well, what didn't work as planned, and what can be done better. There is no blame culture; poor performance is not used to apportion blame to a service area; but is used to help recognise where things can be done better.

5.4 Working together

Where possible, performance information is shared openly between people who need to or have a right to know; whether they are in another part of the Council or in a partner organisation. Information is shared by default, and not suppressed just because they may reveal something uncomfortable.

5.5 Leading by example

Everybody works together collaboratively and recognises that they have a role in the organisation's performance management no matter where they are in the formal hierarchy; and everyone takes steps to ensure information is recorded accurately.

5.6 Having a strategic perspective

Having the strategic perspective to ensure that performance reports and dashboards provide the right information to the right people at the right time. Services work together to having a simple, consistent set of performance indicators to minimise duplication: write once, use anywhere.

6 Performance measures

Progress should be monitored using a consistent set of **headline indicators**. A wider basket of indicators including **lag** (output oriented, easy to measure but harder to influence) and **lead** (more input oriented, hard to measure but easy to influence) indicators are drawn on to explain the trends and stories behind the headlines. A mixed set of measures can be used. These include:

- **outcomes** that our strategies can influence but not directly control (e.g. long-term ones like life expectancy or short-term ones like unemployment);
- **outputs** showing how much a service has delivered of something (e.g. jobseekers supported);
- **inputs** demonstrating efficiency in our resource usage (e.g. savings delivered); and
- **perceptions** showing what residents think of our services (e.g. % of survey respondents satisfied).

When setting performance measures, we should be mindful that we are responsible for a diverse range of services, including services which we:

- i.) **directly provide** through staff we directly employ;
- ii.) **commission** through private, voluntary or public sector providers;
- iii.) deliver in **partnership or co-ordination** with others; and
- iv.) do not provide, but we **champion or support** through our political leadership or other forum.

To measure our performance, it is important to recognise that we are one organisation in a complex, interconnected web of people, interests and organisations. This means that performance measures need to be set carefully, considering, amongst other things: statutory requirements; priorities; resources; and how we compare to other places. In addition, it is recommended that measures are set in consultation with frontline staff, and discussed with clients/customers/service users – and finally, reviewed and agreed by managers with the relevant cabinet member, in line with the relevant strategy.

7 Reporting arrangements

7.1 Reports

The Council strives to be open and transparent, and in line with our digital strategy priority to “maximise the value in our data and information”, we make all of our key performance reports publicly available.

Our current performance reporting arrangements consist of:

- an annual performance report to Cabinet and Scrutiny Co-ordination Committee summarising the Council’s progress towards its priorities, including inequalities (protected characteristics under the Equality Act and health inequalities as a Marmot city);
- an annual members seminar summarising our performance;
- live, web-based performance information setting out a publication schedule, trends/comparators, progress reports, maps and infographics; and
- indicator data published as open data on GitHub.

7.2 Performance Hub

The Council’s Performance Hub sets out guidance for performance management alongside performance dashboards. This is accessible to Coventry City Council employees on SharePoint at <https://smarturl.it/PerformanceInfoHub>.

8 Symbols and vocabulary

The Council has a consistent set of symbols and vocabulary used to describe the performance of its services. Two columns are used to describe performance:

- **progress** (whether something has improved or worsened); and
- **target status** (whether or not a target has been met).

The table below sets out the symbols and its definition:

Symbol	Progress	Target status
	Improved (or target already achieved)	On-target
	Got worse	Off-target
	Similar, unchanged or statistically insignificant	–
	Cannot say; no clear direction of travel	–
	Not available or no updated data	No target set

9 Find out more

Further guidance on performance management is available on the Performance Hub at:
<https://smarturl.it/PerformanceInfoHub>

In addition, a wealth of information is available on the Council's website including:

- Information and statistics hub:
<https://www.coventry.gov.uk/infoandstats/>
- Council Plan:
<https://www.coventry.gov.uk/councilplan/>
- Performance:
<https://www.coventry.gov.uk/performance/>
- Key strategies:
<https://www.coventry.gov.uk/policy/>

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Version control

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Document Location

Published location: <https://smarturl.it/PMF>

SharePoint:

<https://coventrycc.sharepoint.com/teams/ChiefExec/PublicHealth/Insight/Documents/PerformanceManagementFramework2020.docx>

Reviewing arrangements

The performance management framework is to be reviewed in 2021 along with the One Coventry Plan 2020/21 annual performance report.

11/09/2020 15:06:23



To: Cabinet

Date: 1st December 2020

Subject: One Coventry Plan Annual Performance Report 2019-20

1 Purpose of the Note

- 1.1 To inform Cabinet of the outcome of Scrutiny Co-ordination Committee's consideration of the One Coventry Plan Annual Performance Report 2019-20

2 Recommendations

- 2.1 Scrutiny Co-ordination recommend that Cabinet approve the performance report.

3 Background and Information

- 3.1 At their meeting on the 4th November 2020, Scrutiny Co-ordination Committee considered the One Coventry Plan Annual Performance Report 2019-20.
- 3.2 Members raised a number of questions and issues, and received the following responses:
- Scrutiny Board Chairs would look in more detail at the indicators relating to their portfolio and decide which to scrutinise.
 - Information on home ICT access for children and young people to support their learning, in light of COVID-19, would be provided.
 - Coventry was still second to Cambridge with regards to the number of patents issued, showing the innovation taking place across the City.
 - Investment in the City was discussed. Work was underway to explore opportunities with anchor institutions across Coventry and Warwickshire to maximise spend of investment money within the sub-region.
 - The population figure in the report was pre-COVID and based on the JNSA. There had been an increase in population due to job growth, especially around some innovative business. The population projections show an increase in the numbers of over 65's.
 - HR had undertaken a lot of work to support the Council Workforce well-being during the COVID-19. The staff sickness figures covered one week of lockdown at the end of March.
 - The Council workforce did not reflect the diversity of the population in the City, especially at a senior level. Finance and Corporate Services Scrutiny Board (1) would add this to their work programme to review the plans being implemented to address this gap, including the delivery on unconscious bias training.

3.3 The Committee resolved that:

- Scrutiny Board Chairs would review performance indicators relating to their portfolio and scrutinise performance where appropriate
- In future when the One Coventry Plan Annual Report was scrutinised, appropriate senior officers would be invited to the meeting

3.4 The following items were to be added onto Scrutiny Work Programmes

- Hate Crime and Domestic Violence – SCRUCO
- Coventry City Council Apprenticeships – Finance and Corporate Services Scrutiny Board (1)
- Equality, Diversity and Inclusion Policy – Finance and Corporate Services Scrutiny Board (1)
- Update on Caradoc Hall – Communities and Neighbourhoods Scrutiny Board (4)

Gennie Holmes
Scrutiny Co-ordinator
gennie.holmes@coventry.gov.uk



Public report Cabinet

Paragraph 3
Schedule 12A of the Local Government Act 1972

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

1st December 2020
8th December 2020

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration - Councillor J O'Boyle

Director(s) Approving Submission of the report:

Director of Property Services and Development

Ward(s) affected:

St Michael's

Title:

Surrender of lease on premises in Upper Precinct, Coventry

Is this a key decision?

Yes – the expenditure to be approved pursuant to this report will be in excess of £1 million pounds

Executive Summary:

This report is seeking approval to accept the surrender of an existing 75 year lease for the Ernest Jones premises in the Upper Precinct, Coventry. The surrender of the lease will allow the Council to implement phase two of the public realm scheme in the Upper Precinct through the demolition of the current premises and the completion of the scheme.

The Council will be paying a surrender premium to the proprietors of the Ernest Jones premises, writing off a sum of rental arrears (as highlighted in the private version of this report) and will be forgoing rental income of £137,000 per for the rest of the lease term. This report seeks approval for the funding to enable the surrender to occur, approval to write off the relevant rental arrears and the adjustment to the Council's income target resulting from the surrender.

Recommendations:

Cabinet is recommended to:

- 1) Agree to accept the surrender of the Lease and the entry into of all associated legal agreements between the Council and Signet (Ernest Jones Limited) for the premises (as shown edged red on the plan in Appendix 1).
- 2) Delegate authority to the Strategic Lead - Property and Development, following consultation with the Finance Manager, the Director of Law and Governance and the Cabinet Member for Jobs and Regeneration, to undertake the necessary due diligence and approve the final terms of the surrender.

Cabinet is requested to recommend to Council to:

- 3) Approve expenditure, of the sum as highlighted in the private version of this report, from reserve balances to fund the premium required to be paid for the surrender of the lease.
- 4) Note the loss of rental income incurred in the delivery of this proposal that will form part of the forthcoming budget setting report.

Council is recommended to:

- 1) Approve expenditure, of the sum as highlighted in the private version of this report, from reserve balances to fund the premium required to be paid for the surrender of the lease.
- 2) Note the loss of rental income incurred in the delivery of this proposal that will form part of the forthcoming budget setting report.

List of Appendices included:

Appendix 1 - Site Plan

Background papers:

None

Other useful documents:

Public Realm Phase 5 Cabinet Report – 6th March 2018;

<https://edemocracy.coventry.gov.uk/documents/s37367/Public%20Realm%20Phase%205.pdf>

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 – 8th December 2020

Title: Surrender of lease on premises in Upper Precinct, Coventry

1. Context (or background)

- 1.1. In March 2018, Cabinet and the Council approved the funding and delivery of Public Realm Phase 5 to transform the public realm within the city centre both in preparation for UK City of Culture 2021 and Birmingham Commonwealth Games 2022 and the delivery of a legacy for the residents and businesses of Coventry.
- 1.2. A key part of Public Realm Phase 5 is the £44m Retail Quarter scheme which will transform the heart of the city centre through the creation of the highest quality sustainable, landscaped public spaces. The demolition of the Ernest Jones premises will enable the full completion of the Retail Quarter scheme and allow the sight lines to the cathedral area to be opened back up, restoring the original view and creating a better city centre environment.
- 1.3. The subject property is located between the Upper Precinct and Broadgate with part of the premises including a ramped area to a first-floor walkway surrounding the Upper Precinct.
- 1.4. The property is held by way of a long leasehold from Coventry City Council for a term of 75 years from the 8th January 1982 and will expire in January 2057. A rent of £137,000 per annum is currently payable. The rent is subject to upward only review every five years.
- 1.5. The proprietors of the Ernest Jones premises (Signet / Ernest Jones Limited), have agreed to surrender their lease in return for a surrender payment, as well as the writing off of a portion of their rental arrears up to the point of surrender (as highlighted in the private version of this report), that is the subject of this report.

2. Options and recommended proposal

2.1. Option 1. To not agree to the surrender of the lease

- 2.1.1. If the Council were to not proceed with the proposal that is the subject of this report, then the second phase of the Retail Quarter scheme would not be able to be delivered. This would be sub-optimal in placemaking terms and the overall scheme would feel compromised.
- 2.1.2. Although the closure of a business such as Ernest Jones is a loss to the city, given the Council's placemaking and economic development ambitions for the city, its residents and businesses together with the need to support the post-COVID recovery of the city, not delivering this proposal would run contrary to the Council's strategic objectives for the city centre. For these reasons, this option is not recommended.

2.2. Option 2. To agree to the surrender of the lease

- 2.2.1. To facilitate the delivery of a comprehensive public realm scheme for the Upper Precinct and meet our wider ambitions for the city centre it is recommended that the Council agrees to the surrender of the lease and the funding required for the premium payment and the additional public realm works.
- 2.2.2. Key benefits for the city
 - 2.2.2.1. By agreeing the surrender of the lease, the Council will be able to move seamlessly from the first phase of the Retail Quarter scheme to phase two, minimising disruption and reducing the overall delivery programme.

- 2.2.2.2. The city centre will benefit from improved accessibility and flow for residents and visitors in the spaces between Broadgate and the Upper Precinct
- 2.2.2.3. The removal of the Ernest Jones building will enhance sight lines and enable greater footfall and visual appeal for businesses either side of Upper Precinct and Broadgate. The installation of the new water features and fountains in Upper Precinct will further enhance these views, reinforcing the world class city centre placemaking approach.
- 2.2.3. Delivery
- 2.2.4. Diversion of statutory undertakers' apparatus, in the vicinity of the ramp and Ernest Jones store, will be completed by late January 2021.
- 2.2.5. This will then facilitate the demolition of the ramp, Ernest Jones store and the Eastern Walkway in sequence by Spring 2021. The logistical route for all associated operations will need to be through Broadgate, in order to align with requirements for City of Culture 2021/22.
- 2.2.6. Following completion of all demolition activities, the Upper Precinct North and South balcony parapet rails will be extended to Mercia Lodge and Broadgate House respectively. The central footprint area will be fully re-constructed, and all paving laid, between Broadgate House and Mercia Lodge, during Spring 2021.
- 2.2.7. Pedestrian routes between Broadgate and Upper Precinct will be maintained at all times. Operations will take place at daytime with minimal anticipated out of hours works and will be undertaken in accordance with Environmental restrictions.
- 2.2.8. Costs
- 2.2.9. The funding required for the diversion of affected statutory undertakers' apparatus, demolition (ramp/Ernest Jones store/Eastern walkway), parapet rail extension and paving will be provided in full, from the Public Realm 5 programme budget.

3. Results of consultation undertaken

- 3.1. Formal public consultation on the public realm proposals were undertaken as part of the planning application process for the works during 2018.

4. Timetable for implementing this decision

- 4.1. Subject to Cabinet and Council approval, the conclusion of negotiations with the proprietors (and their Board's approval to the final terms of the surrender) and the vacant possession of the premises by the end of January 2021, the works will proceed in accordance with the timescales outlined in in Section 2.2.3 above.

5. Comments from the Director of Finance and the Director of Law and Governance

5.1. Financial implications

- 5.1.1. The surrender of the lease in Upper Precinct will have the impact of reducing the rental income received by the Council's Commercial Property team, and also forgoing the business rates applicable to the property. The income loss will be incorporated into the forthcoming budget setting report.

- 5.1.2. Capital works costs will be accommodated in full, from the Public Realm 5 Programme budget.

5.2. Legal implications

- 5.2.1 Section 1 of the Localism Act 2011 provides a “general power of competence” for local authorities, defined as “the power to do anything that individuals generally may do” and which expressly includes the power to do something for the benefit of the authority, its area or persons resident or present in its area.
- 5.2.2 The Council has the power to acquire land by agreement under section 226 of The Town and Country Planning Act 1990 if the Council thinks that the development is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of their area. The decision to accept the surrender of the lease for Ernest Jones fits within the remit of this power and section 2.2.2 of this report clearly sets out the benefits which underpin the reasons for the recommendation set out in this report.
- 5.2.3 Members are under a fiduciary duty to act prudently, responsibly, in a business-like manner and in their view of what constitutes the best interests of the general body of local taxpayers. The general requirement in administrative law is that that a local authority decision must be rational, authorised by law and must take account of all relevant considerations, whilst ignoring any irrelevant ones. Members are therefore encouraged during their discussion to satisfy themselves that their decision complies with this duty (e.g weighing up the options including the key benefits of the proposals for the city and coming to the conclusion that the recommendations set out in this report constitutes the best interest of the general body of local taxpayers)

6. Other implications

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

- 6.1.1. The delivery of the scheme outlined in this report will deliver a range of placemaking objectives that will help to realise the Council's strategic ambitions for a more vibrant and economically prosperous city.

6.2. How is risk being managed?

- 6.2.1. Advance discussions are underway with all statutory undertakers, in order to allow sufficient time for planning and completion of required diversions by late January 2021.
- 6.2.2. Collaborative planning workshops have been held with Eurovia and the demolition sub-contractor in the development of the proposal detailed in Section 2.2.3.
- 6.2.3. The logistical route for all operations is planned through Broadgate in order for the works to be delivered as a stand-alone package and without an impact on the Public Realm works already underway in Upper Precinct.

6.3. What is the impact on the organisation?

- 6.3.1. The main impact to the organisation will be the loss of income to the Council's commercial property portfolio.

6.4. Equalities / EIA

6.4.1. Section 149 of the Equality Act 2010 requires the Council in the exercise of its functions to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and other form of conduct prohibited under the act; and,
- to advance equality of opportunity and to foster good relations between persons who share a relevant protected characteristic (age, disability, gender re-assignment, pregnancy and maternity, race, religion and belief, sex, and sexual orientation) and persons who do not share it.

6.4.2. Having regard to the need to advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- take steps to meet the needs of the persons who share that characteristic that are different from the needs of persons who do not share it; and,
- encourage persons of the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

6.4.3. The Equality Duty has been considered and it is felt that an Equalities Analysis is not required as the proposal concerns the surrender of a leasehold interest and additional public realm works and as such no Council service or group will be impacted.

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

6.5.1. The demolition resulting from the surrender of the lease will be managed in accordance with the Council's environmental management policies.

6.6. Implications for partner organisations?

6.6.1. There are no implications for any partner organisations.

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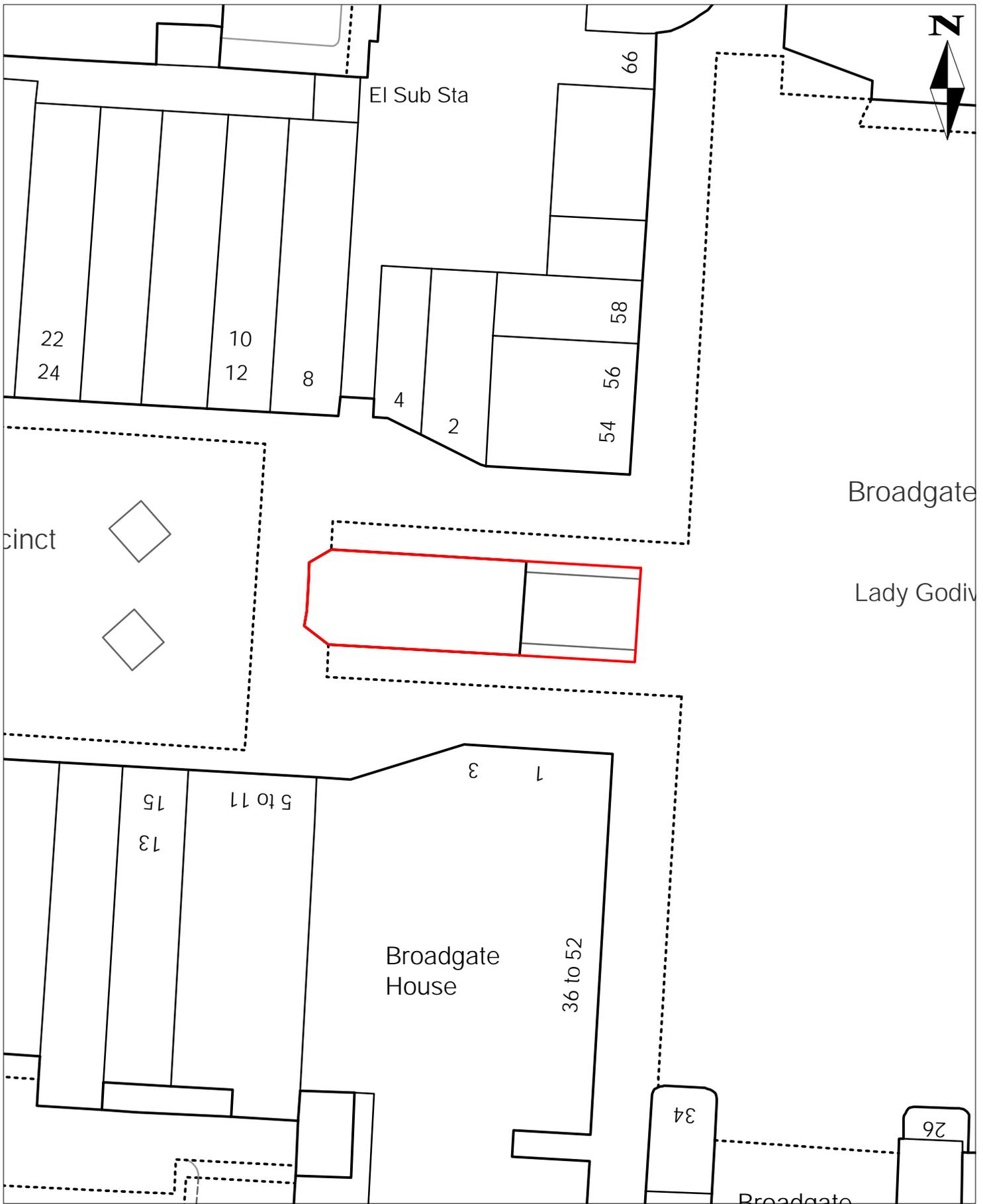
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Coventry City Council

Title: Ernest Jones, Upper Precinct

Drawn By: LB
 Scale : 1:500 @ A4
 Date: 22/10/2020

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