

---

### Scrutiny Co-ordination Committee

---

**Time and Date**

2.00 pm on Thursday, 30th October, 2025

**Place**

Diamond Rooms 1 and 2 - Council House

---

**Public Business****1. Apologies and Substitutions****2. Declarations of Interest****3. Minutes** (Pages 5 - 8)

a) To approve the minutes of the meeting held on 25<sup>th</sup> September 2025.

b) Matters arising.

**4. Exclusion of Press and Public**

To consider whether to exclude the press and public for the private item(s) of business for the reasons shown in the report.

**5. Scrutiny Co-ordination Committee One Coventry Plan Deep Dive Recommendations** (Pages 9 - 22)

Report of the Chief Executive

**6. Scrutiny Co-ordination Committee Work Programme and Outstanding 2025/2026** (Pages 23 - 28)**7. Coventry Shareholder Committee Reports****(a) Strategic Energy Partnership Progress 2025/26** (Pages 29 - 54)

Report of the Director of Regeneration and Economy.

**(b) Coventry and Warwickshire Growth Hub Half-Year Report (Financial Year 2025/26)** (Pages 55 - 74)

Report of the Director of Finance and Resources

(c) **UKBIC Annual Performance Report 2024/25 (Pages 75 - 82)**

Report of the Director of Finance and Resources

(d) **Coventry Municipal Holdings Ltd Annual Performance Report year ended 31st March 2025 (Pages 83 - 106)**

Report of the Director of Finance and Resources

8. **Any Other Items of Public Business**

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**

9. **Coventry Shareholder Committee Reports**

(a) **UKBIC Annual Performance Report 2024/25 (Pages 107 - 114)**

Report of the Director of Finance and Resources

(Listing Officer: S Weir, email: [stephen.weir@coventry.gov.uk](mailto:stephen.weir@coventry.gov.uk))

(b) **Coventry Municipal Holdings Ltd Annual Performance Report year ended 31st March 2025 (Pages 115 - 148)**

Report of the Director of Finance and Resources

(Listing Officer: M Phillips, email: [mike.phillips@coventry.gov.uk](mailto:mike.phillips@coventry.gov.uk))

10. **Any Other Private Business**

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

Wednesday, 22 October 2025

Note: The person to contact about the agenda and documents for this meeting is Lara Knight, Governance Services - Telephone: 024 7697 2642 E-mail: [lara.knight@coventry.gov.uk](mailto:lara.knight@coventry.gov.uk)

Membership: Councillors M Ali, A Jobbar, L Kelly, J Lepoidevin, G Lloyd (Chair), J McNicholas (Deputy Chair), C Miks, G Ridley and R Singh

By invitation Councillors P Akhtar, G Duggins, AS Khan, J O'Boyle, E M Reeves

**Public Access**

Any member of the public who would like to attend the meeting in person is encouraged to contact the officer below in advance of the meeting regarding arrangements for public attendance. A guide to attending public meeting can be found here: <https://www.coventry.gov.uk/publicAttendanceMeetings>

**Lara Knight, Governance Services - Telephone: 024 7697 2642**  
**E-mail: [lara.knight@coventry.gov.uk](mailto:lara.knight@coventry.gov.uk)**

This page is intentionally left blank

**Coventry City Council**  
**Minutes of the Meeting of Scrutiny Co-ordination Committee**  
**held at 2.00 pm on Thursday, 25 September 2025**

Present:

Members: Councillor G Lloyd (Chair)

Councillor A Jobbar  
Councillor R Lakha (substitute for Councillor M Ali)  
Councillor J Lepoidevin  
Councillor M Mutton (substitute for Councillor L Kelly)  
Councillor E M Reeves (substitute for Councillor J McNicholas  
for part of the meeting)  
Councillor R Singh

:

Other Members: Councillor G Duggins, Cabinet Member for Policy and  
Leadership

Employees (by Service Area):

Communications and Policy C Holloway (Director), N Hart

Land Governance S Bennett, D Cahalin- Heath, A Chowns, S Elliott, G Homes

Planning and Performance C Boden-Hatton (Director)

Apologies: Councillors M Ali, L Kelly, J McNicholas, C Miks and G Ridley

## **Public Business**

### **20. Declarations of Interest**

There were no disclosable pecuniary interests.

### **21. Minutes**

The Minutes of the meeting held on 21 August, 2025 were agreed and signed as a true record.

Further to Minute 15/25 relating to “One Coventry Plan Annual Performance Report (April 2024- March 2025)” it was noted that the issue relating to enforcement cameras in each Ward would be picked up as an action from the One Coventry Plan deep dives undertaken by Scrutiny

## 22. **Communications, Reputation and Insight**

The Scrutiny Co-ordination Committee considered a presentation of the Director of Communications and Policy on Communications, Reputation and Insight.

The presentation covered:-

- The importance of local authorities communicating effectively with residents, media, partners and employees
- Where the Council is now in terms of the Communications Strategy
- The Focus for 2025/26 and what is trying to be achieved
- Campaign priorities September 2025 to March 2026:-
  - Working for you
  - Fairer Cov
  - Love Cov
  - Click and Easy
- Shouting about what we do - so far in 2025
- Improving Reputation- LGA 12 Reputation Drivers –
  - Adopt a highly visible, strongly branded council cleaning operation
  - Set up one phone number for the public to report local environmental problems
  - Know your grot spots – and deal with them
  - Aim to remove abandoned cars and fly-tipping within 24 hours
  - Win a Green Flag award for at least one park
  - Ensure no gaps or overlap in Council cleaning and maintenance contracts
  - Educate and enforce to protect the environment
  - Manage the media effectively to promote and defend the Council
  - Provide an A-Z guide to Council services
  - Publish a regular Council magazine or newspaper to inform residents
  - Ensure the Council brand is consistently linked to services
  - Good internal communications – make sure staff and members are informed
- Improvements currently being made
- Campaign Highlights
  - Wall of Shame
  - Spon End and Street Lights
  - You Said, We Did Feature
  - Working for You Campaign
  - Talking up Cov
- What are people talking to us about
- Myth busting
- Ward level Intelligence, data and insight
- Horizon scanning
- Internal communications
- Measuring the impact
- Promoting the work of Scrutiny

The Committee asked questions, sought assurances and made comments on a number of issues including:-

- Involving Ward Councillors in Council videos more. It was noted that videos were created in line with the media protocol and that further social media training would be provided for all Members in the near future to enable them to be more confident to create their own social media content.
- The creation of videos to promote the work of Scrutiny, fronted by the Chairs of Scrutiny.
- It was noted the Council had moved from being a supplier of information to a publisher of information.
- The difficulties experience by members of the public in reporting issues and problems via the Council website and the need to ensure it was as simple as possible. The Committee noted the extensive work currently being undertaken in this regard, which involved the redesign of the website and welcomed the fact that members of the public were being involved in the process.
- The Committee stressed the importance of ensuring that the website is user friendly and works towards a “one log in” system wherever possible
- It was noted that there was currently a moratorium on anymore “digital front doors” being created on the website.
- Work being undertaken in communities with residents and businesses to reinstall pride in local areas and the key role that Comms will play in this work.
- Difficulties experienced by digitally excluded members of the public. The Cabinet Member for Policy and Leadership outlined his concerns in this regard also and indicated that he proposed a new Policy to deal with this issue.
- Issues around arranging charity events in the City via the Eventbrite site on the website, which officers undertook to investigate.
- Ward data available to Councillors and accessing this information via a dashboard. It was noted that this information would be provided to the Committee.
- How information and data gathered on social media and enforcement activity was being used to form the content of future campaigns and promotions and direct resources more effectively.
- The importance of resident engagement and consultation and using different methods of collecting customer feedback, including face to face surveys. It was noted that it was intended to introduce minimum standards in this regard.
- Managing public perception and expectations on consultations.
- The provision and circulation of the Council’s newsletter which was delivered to all households in the City.
- How the refreshed Comms Strategy aligned with the One Coventry Plan and the mechanisms in place to ensure buy in to the new Strategy from staff, the Leadership Board and Councillors. It was noted that the Staff Survey was currently open.
- How the Comms Strategy was measured.
- Engagement with National Government, the current media landscape and the importance of focusing on issues unique to Coventry, such as Very Light Rail.

- Proactive Comms engagement with Scrutiny and ways to achieve this.

**RESOLVED that the Committee notes the comprehensive presentation and:-**

- 1) Recommends that the review of the Council's website be undertaken at the earliest opportunity and that this work ensures that the website is user friendly and works towards a "one log in" system wherever possible.**
- 2) Supports the Cabinet Member for Policy and Leadership's proposal for the introduction of a Digital Exclusion Policy.**
- 3) Requests that the Committee receives a 12 month progress report on all work taken in this regard.**

**23. Scrutiny Work Programmes 2025/26**

The Scrutiny Co-ordination Committee considered a Briefing Note of the Director of Law and Governance, appended to which were the Work Programmes for 2025/26 the Scrutiny Co-ordination Committee and the 5 Scrutiny Boards which provided the Committee with an oversight for the Municipal Year.

**RESOLVED that the Scrutiny Work Programmes for 2025/26 be noted.**

**24. Any Other Items of Urgent Public Business**

There were no other items of urgent public business.

(Meeting closed at 3.45pm)



## Public report Cabinet

Scrutiny Co-ordination Committee  
Cabinet

30 October 2025  
4 November 2025

### **Name of Scrutiny Chair:**

Scrutiny Co-ordination Committee – Councillor G Lloyd

### **Director approving submission of the report:**

Chief Executive

### **Ward(s) affected:**

All

### **Title:**

**Scrutiny Co-ordination Committee One Coventry Plan Deep Dive Recommendations**

---

### **Is this a key decision?**

No - although the proposals affect more than two electoral wards, the impact is not expected to be significant.

---

### **Executive summary:**

Following consideration of a report presented to Scrutiny Coordination Committee on 21st August 2025 and Cabinet on 26th August 2025, Scrutiny Co-ordination Committee agreed to undertake a Deep Dive investigation into the performance reported against the key performance indicators (KPI's) in the One Coventry Plan.

There were five sessions in which members of the Committee questioned Cabinet Members and officers responsible for those areas where performance had not met targets.

This report seeks to provide an update on the outcome of the Deep Dive Investigations together with proposed recommendations going forward.

### **Recommendations:**

Scrutiny Co-ordination Committee is recommended to:

- 1) Approve the proposed recommendations to Cabinet as detailed below.

- 2) Request that the appropriate Scrutiny Body undertakes the work detailed in Appendix 1 Section 17.
- 3) Ensure that each Scrutiny body reviews performance on the Key Performance Indicators (KPI's) related to their remit on an annual basis as part of the One Coventry Plan review process.

Cabinet is recommended to agree:-

- 1) That all One Coventry Plan Key Performance Indicators (KPI's) are reviewed as part of the reporting process, by Cabinet and Scrutiny to ensure relevance as the Council goes through service re-design and change.
- 2) That KPI's are measurable and/or can demonstrate service improvements.
- 3) That KPI's reported in the One Coventry Plan are designated as either being national indicators or locally determined.
- 4) That where data isn't available on an annual basis, the frequency of the data is identified and reported accordingly.
- 5) That consideration be given to the potential discord between targets to protect green and blue spaces and targets to build houses, and whether there are any other targets that could potentially be contradictory.
- 6) That all Council Strategies and One Coventry Plan KPI's are cross-referenced and aligned.
- 7) That each Scrutiny body reviews performance on the Key Performance Indicators (KPI's) related to their remit on an annual basis as part of the One Coventry Plan review process.
- 8) That recognition is given where performance targets have been achieved, and that this is celebrated.
- 9) That the specific KPI's identified in Appendix 1 Sections 1-16 are reviewed alongside Scrutiny Co-ordination Committee's comments and suggestions.

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

The following appendices are attached to the report:

Appendix 1 – One Coventry Plan Deep Dives KPI Specific Recommendations

#### **Background papers:**

Report titled "One Coventry Plan Annual Performance Report (April 2024 – March 2025)" dated 21<sup>st</sup> August 2025 (Scrutiny Co-Ordination Committee) and 26<sup>th</sup> August 2025 (Cabinet)

[04 One Coventry Plan Annual Performance Report April 2024-March 2025.pdf](#)

#### **Other useful documents**

[One Coventry Plan Annual Performance Report \(April 2024-March 2025\)](#)

[Appendix](#)  
[One Coventry Plan 2022-2030.pdf](#)

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

Yes

Scrutiny Co-ordination Committee – 30 October 2025

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

No

**Will this report go to Council?**

No

## **Report title: Scrutiny Co-ordination Committee One Coventry Plan Deep Dive Recommendations**

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

- 1.1. Scrutiny Co-ordination Committee regularly receives a report on performance against the indicators in the One Coventry Plan.
- 1.2. At their meeting on 21<sup>st</sup> August 2025, Scrutiny Co-ordination Committee considered the One Coventry Plan Annual Performance report (April 2024 – March 2025). It was agreed that the Committee would undertake a deep dive of those key performance indicators that had not been met, as well as the indicator on Biodiversity Net Gain.
- 1.3. The Deep Dive sessions involved the relevant Cabinet Members and officers who were questioned about the performance areas in detail.
- 1.4. The Deep Dive consisted of five sessions which considered the following metrics from the One Coventry Plan, where performance targets had not been met. The details of the Deep Dive sessions, including KPI's discussed and recommendations on specific KPI's can be found at Appendix 1.

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

- 2.1. Option 1 – Scrutiny Co-ordination Committee do not to review Council performance.  
This option was not considered, as Council performance is a key aspect of the role of Scrutiny in ensuring that the Council is achieving its' strategic objectives.
- 2.2. Option 2 – Maintain status quo  
Scrutiny Co-ordination Committee has considered the Annual Performance Report on the One Coventry Plan since the current Plan was agreed in 2024 but has also received annual Council Plan performance reports since Scrutiny's inception in 2000. Although Scrutiny Co-ordination Committee has previously made recommendations to Cabinet on performance, scrutinising key performance indicators in detail is not possible at one meeting alone and therefore not recommended.
- 2.3. Option 3 – Endorse the outcome of the Deep Dive of Performance which has identified recommendations for Cabinet (Recommended). This approach was agreed at Scrutiny Co-ordination Committee's meeting on 21<sup>st</sup> August 2025.

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

- 3.1. There has been no specific consultation on these recommendations, although it is recommended that Cabinet Members and Scrutiny Councillors are included in any future review of KPI's.

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

- 4.1. There is no specific timetable for implementation, however Scrutiny Co-ordination Committee will require a progress report on recommendations in 12 months' time.

## **5. Comments from Director of Finance and Resources and Director of Law and Governance**

### **5.1. Financial Implications**

There are no direct financial implications arising from this report, however governance and delivery of the Council's objectives will have an impact on the Council's overall financial position and external Value for Money assessment.

### **5.2. Legal Implications**

There are no legal implications arising out of this report at this time. Legal Services will continue to provide the necessary advice and support required as recommendations arising out of the Deep Dive Investigations and sessions (set out in the main body of this report) are being implemented.

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 it's One Coventry Plan vision, priorities, values, and ways of working; and sees it as good practice to do so.

## **6. Other implications**

### **6.1. How will this contribute to the One Coventry Plan?**

The recommendations in this report have arisen as a result of a review of the indicators contained in the One Coventry Plan.

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

There are no direct risk arising from these recommendations; however each service area is responsible for their own risk management.

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

The impact will be a more effective and streamlined use of performance data to better reflect on the outcomes of the One Coventry Plan.

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

The One Coventry Plan has had a full EIA completed as part of the original report, these recommendations do not affect that assessment. [One Coventry Plan Equality Impact Assessment](#)

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

Tackling the causes and consequences of climate change is one of the three key priorities in the One Coventry Plan 2022-2030. The recommendations in this report do not affect these priorities

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

None – all recommendations to Cabinet affect internal Council services.

**Report author(s):**

Name: Gennie Holmes

Title: Scrutiny Co-ordinator

**Service Area:**

Law and Governance

**Tel and email contact:**

Tel: 024 7697 1857

Email: gennie.holmes@coventry.gov.uk

Enquiries should be directed to the above person

| <b>Contributor/approver name</b>                                    | <b>Title</b>                                        | <b>Service Area</b>      | <b>Date doc sent out</b> | <b>Date response received or approved</b> |
|---------------------------------------------------------------------|-----------------------------------------------------|--------------------------|--------------------------|-------------------------------------------|
| <b>Contributors:</b>                                                |                                                     |                          |                          |                                           |
| Suzanne Bennett                                                     | Governance Services Officer                         | Law and Governance       | 26/9/25                  | 07/10/25                                  |
| Tom Robinson                                                        | Governance Service Officer                          | Law and Governance       | 19/9/25                  | 26/9/25                                   |
| Sunairah Miraj                                                      | Head of Performance Data and Continuous Improvement | Planning and Performance | 26/9/25                  |                                           |
| Other Members                                                       |                                                     |                          |                          |                                           |
|                                                                     |                                                     |                          |                          |                                           |
| <b>Names of approvers for submission:</b><br>(officers and members) |                                                     |                          |                          |                                           |
| Finance: Christopher Whitley                                        |                                                     | Finance                  | 26/9/25                  | 1/10/25                                   |
| Legal: Oluremi Aremu                                                | Head of Legal and Procurement Services              | Law and Governance       | 26/09/25                 | 02/10/25                                  |
| Director: Clare Boden-Hatton on behalf of Julie Nugent              |                                                     | Planning and Performance | 26/9/25                  | 15/10/25                                  |
| Members: Cllr G Lloyd                                               | Chair – Scrutiny Co-ordination Committee            | -                        | 26/9/25                  | 14/10/25                                  |
| Cllr G Duggins                                                      | Cabinet Member for Policy and Leadership            |                          | 26/9/25                  | 9/10/25                                   |

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

## Appendix 1 - Scrutiny Co-ordination Committee One Coventry Plan Deep Dive Recommendations

**Session 1 reviewed the following Key Performance Indicators and produced the subsequent recommendations:**

| Cabinet Member Portfolio              | OCP Priority          | Metric                                                   |
|---------------------------------------|-----------------------|----------------------------------------------------------|
| City Services/Policing and Equalities | Reducing Inequalities | Fly-tips reported in the city                            |
| City Services                         | Climate Change        | Principal roads (A roads) in a good/acceptable condition |
|                                       |                       | Unclassified roads in a good/acceptable condition        |
|                                       |                       | Pavements without defects present                        |
|                                       |                       | Household waste recycled and composted                   |
|                                       |                       | Road casualties by road user type - pedestrian           |

### 1 Fly Tips reported in the city:

Recommendation a): Review and propose changes to the fly tipping metric in the One Coventry Plan to include both enforcement actions and the number of fly tips not enforced against, highlighting the gap between them.

- 1.1 Officers highlighted the increase in reported fly-tipping incidents compared to the previous year, in part due to the impact of awareness campaigns such as the 'Wall of Shame' and improved reporting mechanisms. For example, increased investment and funding into surveillance worked alongside the service area being more proactive with businesses to conduct inspections and report incidents. These, in turn, encouraged more residents to report incidents, which led to increased figures. Officers and the Committee subsequently recognised that, as the current indicator focuses on reported figures rather than enforcement action, it cannot accurately reflect performance.

### 2 Pavements without defects present:

Recommendation b): Change the metric for measuring pavement quality to align with the method used for road condition surveys (DVI), and check if new government indicators on pavements are being introduced; if not, proceed with Coventry-specific metrics.

- 2.1 Alongside their discussion for the metrics and measurements for principal and unclassified roads in a good/acceptable condition, officers highlighted the use of a nationally recognised DVI (Detailed Visual Inspection) method to generate accurate and consistent indicator performance scores. However, when measuring pavement quality, there was a lack of a similar reliable measurement, instead relying on an asset management database. Efforts to transition to similar DVI-based assessments were recognised.

**Session 2 reviewed the following Key Performance Indicators and produced the subsequent recommendations:**

| <b>Cabinet Member Portfolio</b>     | <b>OCP Priority</b>   | <b>Metric</b>                                                                                                            |
|-------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------|
| Public Health, Sport, and Wellbeing | Reducing Inequalities | Overweight or obesity among children in Year 6                                                                           |
|                                     |                       | Percentage and (number) of children (aged under 16) living in relative low-income families                               |
| Education and Skills                | Economic Prosperity   | 16-17-year-olds not in education, employment, or training (NEET) including not knowns                                    |
|                                     |                       | Destination of school leavers aged 16+ (% continuing to a sustained education, apprenticeship or employment destination) |
| Children and Young People           | Reducing Inequalities | Good level of development at age 5                                                                                       |
|                                     |                       | First time entrants to youth justice system - rate per 100,000 young people aged 10-17 (& count)                         |
|                                     |                       | Children in Care (rate per 10,000 population under 18 & number)                                                          |

### **3 Children in Care per 10,000 (rate per 10,000 population under 18 & number)**

Recommendation c): Metric should exclude UASC – rationale being separate additional funding – political decision to accept.

- 3.1 As part of the Committee's review into this metric, they began by looking at the historical data for children entering care, noting the reduction since 2017/18 and the positive impact of the Family Valued Model, first introduced in 2021. The model aims to keep families together and only admit the right children into care. Adding to this, officers also mentioned the effectiveness of the Reunification Service, which has successfully returned over 55 young people to their families in the past 3 years, generating cost savings and national recognition. Despite these successes, officers highlighted how the inclusion of unaccompanied asylum-seeking children (UASC) into this metric was a significant contributing factor to the indicator's underperformance. The committee questioned the appropriateness of their inclusion in the indicator, considering the separate funding streams available for these children.

### **4 Children in Care NEET:**

Recommendation d): That the number of Children in Care who are NEET to be added as a KPI.

- 4.1 It was noted that, as with all education metrics, indicators still show signs of impact from the COVID pandemic. Notably, officers stated, however, how Coventry's 16-17 not in education, employment or training (NEET) figures had outperformed national and regional averages for eight consecutive years whilst maintaining low numbers of young people whose status is unknown. As part of the service area's offer, the Council has expanded support for supported internships, adult education

programmes, and commissioned careers support to improve outcomes, especially for SEND students. However, the Committee recognised the gap in properly measuring care leavers' participation in education, employment or training. Officers welcomed the future inclusion of this metric into the performance indicators, recognising how, whilst participation has improved, care leavers' still lag behind the general population. The Committee and officers continued their discussion of NEETs by highlighting the limited local influence on the nationally funded post-16 offer and the mental health challenges facing young people, especially post-COVID. Additionally, it was noted how, following the closure of Henley College, the Council was working with regional partners to address the vocational training gap and address sufficiency and curriculum breadth in post-16 education.

**5 First time entrants to youth justice system - rate per 100,000 young people aged 10-17 (& count):**

- 5.1 Recommendation e): To include re-offending rates as well as first-time entry.
- 5.2 Following several years of low rates, officers recognised a rise in first-time entrants to the youth justice system in 2024/25 with the increase being linked to enhanced police investigations, stricter handling of knife and weapon offences, and fewer deferred prosecutions due to policy changes. The Committee discussed the influence of social media on youth crime, highlighting the importance of early intervention and partnership working to prevent radicalisation. To have a better understanding of how and why the rise has occurred, the Committee recommended inviting the West Midlands Police and Crime Commissioner to a future meeting of the Scrutiny Co-ordination Committee. Additionally, alternative measures to punitive punishment were recognised, with the role of the Youth Justice Board being emphasised as a way to scrutinise all cases and ensure alternatives to prosecution are considered. Resultantly, the Committee noted that re-offending as well as first-time entry should be included within this metric to provide a fuller picture of the youth justice system.

**Session 3 reviewed the following Key Performance Indicators and produced the subsequent recommendations:**

| Cabinet Member Portfolio               | OCP Priority          | Metric                                                                                  |
|----------------------------------------|-----------------------|-----------------------------------------------------------------------------------------|
| Jobs, Regeneration, and Climate Change | Economic Prosperity   | Active enterprises number (and rate per 10,000 pop aged 16+) (proxy for new businesses) |
|                                        | Climate Change        | CDP carbon disclosure score                                                             |
|                                        |                       | Biodiversity net gain (measure of habitat creation and conservation)                    |
| Housing and Communities                | Reducing Inequalities | Homelessness cases prevented and relieved                                               |

## **6 Active enterprises number (and rate per 10,000 pop aged 16+) (proxy for new businesses)**

- 6.1 Recommendation f): To review whether this is an appropriate measure and whether there are more relevant measures such as residents moving into work, number of jobs created and new businesses still operating after 12 months.
- 6.2 The Committee discussed the limitations of this metric, recognising it only as a snapshot of economic prosperity without taking into account wider initiatives contributing to business growth in the city. Officers explained the figures, demonstrating that Coventry's active enterprise decline was consistent with national trends. However, the Cabinet Member for Jobs, Regeneration and Climate Change, Councillor Jim O'Boyle, noted the role of job creation, sectoral breakdowns, and investment impact to better reflect the economic health of the city. As a result, further data on sector-by-sector breakdowns would be an item for further scrutiny at the Business and Economy Scrutiny Board (3), and recommendations would be developed to include more comprehensive economic indicators in the One Coventry Plan.

## **7 Biodiversity net gain (measure of habitat creation and conservation)**

- 7.1 Recommendation g): to identify measures that provide a better picture of the position, maybe using data that is collected through the Nature Towns and Cities Fund. Also to distinguish between contributions from the public and private sector.
- 7.2 Officers explained that the metric is hard to measure, especially considering the difficulties in finding an accurate data set. However, new developments in the city have a statutory requirement to deliver at least a 10% biodiversity net gain, managed through planning and ecology teams, with Coventry recently becoming a responsible body for conservation covenants and supporting neighbouring authorities. Currently, officers estimate that nature conservation is at 11% in the city, with efforts underway to reach the target of 30%. For example, the importance of the £1 million Nature Towns and Cities fund was highlighted to engage residents and support community-led conservation, with officers outlining plans for data mapping, training, and the development of a nature project pipeline to secure further funding and deliver practical outcomes. Overall, it was recognised how data collection for this metric would be transformed by the incoming Climate Change Strategy, with the Committee suggesting further avenues for data exploration and recognising the distinction between contributions from the public and private sector.

## **8 Access to Green and Blue Spaces**

- 8.1 Recommendation h): To include blue space as well as access green space be considered as a metric for the OCP.
- 8.2 Following on from the discussion on biodiversity net gain, the Committee advocated for recognising both green and blue spaces (such as canals) in conservation metrics, with officers agreeing to include these in future reporting and planning.

## **9 Homelessness cases prevented and relieved**

- 9.1 Recommendation i): This metric to be reviewed and a more appropriate measure identified that reflects work done to prevent homelessness. Possibly as a proportion of those at risk supported to stay in their current home or other suitable accommodation. Also to reflect work done with residents presenting as homeless

already into suitable accommodation. This would reflect the re-focus of pro-active and re-active teams within the service.

- 9.2 Officers began by recognising the marginal decrease on last year, noting that the percentage of successful prevention has actually improved and explained the complexities of measuring prevention outcomes, considering it's not a statutory duty for the service area. To improve the figure further, an increased homelessness prevention grant will help to expand resources and focus more on early intervention, aiming to improve prevention rates and address challenges faced by larger families and those presenting late. The Committee suggested further measures within the metric to reflect the positive work being done. For example, benchmarking Coventry's performance to other local authorities and measuring as a proportion of those at risk. In turn, this would reflect the re-focus of pro-active and re-active teams within the service.

**Session 4 reviewed the following Key Performance Indicators and produced the subsequent recommendations:**

| Cabinet Member Portfolio        | OCP Priority                       | Metric                                                       |
|---------------------------------|------------------------------------|--------------------------------------------------------------|
| Strategic Finance and Resources | Continued Financial sustainability | Business rates total rateable value (and collection rate)    |
|                                 |                                    | Council tax collection rate                                  |
|                                 |                                    | Savings targets met                                          |
|                                 |                                    | Council staff sickness absence (rolling twelve-month period) |
| City Services                   | Climate Change                     | Household waste recycled and composted*                      |

\*Carried over from SCRUCO Deep Dive OCP Session #1

## **10 Business rates total rateable value (and collection rate) and Council tax collection rate**

- 10.1 Recommendation j): To include a KPI on like-for-like comparative data on the duration and effectiveness of business rates and council tax collection compared to other councils. Also to report on arrears collection rates as well as in-year.
- 10.2 Following a general discussion on Coventry's financial position, officers explained that whereas the arrears position is better than average when compared to similar authorities, Council tax collection rates are below target – more detailed comparative data would be presented to scrutiny at a future meeting. As expressed by the Cabinet Member for Strategic Finance and Resources, Councillor R Brown, these insights were presented with the backdrop of continued underfunding compared to national and regional averages, resulting in higher Council tax burdens for residents. He advocated for Council tax equalisation and continued lobbying for fairer funding, with scrutiny encouraged to support these efforts.
- 10.3 Additionally, officers discussed the complexity and volatility of business rates collection, noting that the Council retains only a portion of growth above a baseline and that business failures can significantly impact collection rates. The Council uses statutory measures and collection agents but faces challenges with avoidance

and write-offs. Similarly, the Committee encouraged more comparative data to assess where Coventry stands amongst the national picture of business rates.

## **11 Council staff sickness absence**

- 11.1 Recommendation k): To incorporate more granular absence data including performance by long-term and short-term absence, and by staff working arrangements (home, flexible, fixed, agile).
- 11.2 As outlined by officers, staff absence rates in Coventry have remained around 13 days per year, which is consistent with the public sector average but higher than the national average. The Council is the highest among metropolitan authorities in the region, but long-term absence rates are not unusually high compared to peers. To combat this, a range of interventions have been implemented, including occupational health services, well-being sessions, training for managers, and targeted deep dives into high-absence areas. There is ongoing investment in performance management and cultural change to address absence. The Committee sought more in-depth analysis of absence trends, especially with regard to possible correlations between flexible working arrangements and absence. However, under the current model of categorising staff by work patterns, this detail was hard to ascertain. The Committee further enquired into the data regarding long-term and short-term absence, noting the complexities introduced by factors such as neurodiversity and the need for reasonable adjustments.

## **12 Positive Practice Indicator for Staff Wellbeing**

- 12.1 Recommendation l): To add an indicator to monitor and maintain the gold standard of the Thrive award for staff health and wellbeing in future reporting.
- 12.2 Following on from the discussion on Council Staff Sickness, the Committee recognised the Council and the service area's achievement of the gold standard in the Thrive at Work Workplace Wellbeing Awards. Resultantly, the Committee felt an emphasis should be placed on maintaining high standards and sharing good practices, with suggestions to include indicators for long-term absence and well-being achievements in reporting.

### **Session 5 included a review of every Key Performance Indicator included within the One Coventry Plan and produced the subsequent recommendations:**

The Committee began by drawing attention to the majority of the Key Performance Indicators that had been achieved or even outperformed their targets. It was emphasised that good practice continued to be celebrated, and recognition was given to those relevant service areas.

## **13 Proportion of neighbourhoods amongst the 10% most deprived in England (measure of deprivation)**

- 13.1 Recommendation m): To consider whether there is locally developed KPI that can be reported annually rather than 10 yearly IMD.
- 13.2 During their review, the Committee sought to understand the lack of data relating to Indices of Multiple Deprivation (IMD). Officers noted that a year-on-year measure couldn't be taken due to the infrequency of the data. Alternatively, the Committee suggested utilising data to develop a local KPI to be reported on annually.

## **14 Destination of school leavers aged 18 after reaching the end of 16-18 study**

14.1 Recommendation n): KPI to be reconsidered if there is no data or target

14.2 This metric's lack of data for 2025/25 prompted the Committee to ask for the KPI to be reconsidered if there is no data or target.

## **15 Households at risk of digital exclusion**

15.1 Recommendation o): To identify an appropriate target for this indicator.

15.2 The Committee further drew attention to the lack of data and target for household digital exclusion, with officers stating that it is an area that is evolving naturally and agreed to work with partners to develop a realistic target, with Finance and Corporate Services Scrutiny Board (1) to monitor progress.

## **16 Connectivity**

16.1 Recommendation p): To consider whether data on commercial access to full fibre and/or gigabit internet could be made available to sit alongside the household data.

16.2 The Committee also discussed the potential for a KPI on business connectivity, with officers noting data access challenges but agreeing to explore aggregate measures and include 5G coverage in future reviews.

## **17 Recommendations to Scrutiny**

### **17.1 Hot-Streets Analysis:**

17.2 Investigate why certain hot streets, such as Ball Hill, remain persistent fly tipping problems despite ongoing efforts (Communities and Neighbourhoods Scrutiny Board (4)).

17.3 Following on from the discussion on increased reporting of fly-tipping, the work being done and the need to recognise enforcement action in the fly-tipping metric, the Committee also drew attention to the hot streets campaign. Specifically, they welcomed a further investigation into why certain areas remain persistent problem areas and the measures in place to tackle this.

### **17.4 Youth Justice**

17.5 Arrange a scrutiny session with the police and relevant partners to examine the impact of changes in police approach to knife crime, including the effectiveness of criminalisation versus diversion and early intervention, and invite Simon Foster (PCC) to attend (Scrutiny Co-ordination Committee).

17.6 As recognised previously, during the Committee's discussion into first time entrants into the Youth Justice Service, to better understand police investigation and prosecution policies. Plans were made to bring police representatives to a future scrutiny session to discuss decision-making processes, trends in types of offences, and reoffending rates. The need for more detailed data on offence types and outcomes was identified.

### **17.7 Child Poverty Systemic Approach**

17.8 Undertake a deeper scrutiny piece of work on the systemic approach to child poverty, ensuring cross-partner collaboration and consideration of generational worklessness and private sector involvement (Scrutiny Co-ordination Committee).

17.9 The Committee's previous review of metrics relating to the portfolios of both the Cabinet Member for Education and Skills, Councillor K Sandhu, and the Cabinet Member for Children's Services, Councillor P Seaman, led a wider exploration of child poverty and low-income families. Specifically, the Committee examined the high percentage of children living in low-income families in Coventry, the links to migration, employment, and generational poverty, and discussed strategies for targeted intervention and partnership working. Officers highlighted the development of a whole systems approach involving public health, education, housing, and economic partners. The Marmot City framework and the One Coventry programme are seen as vehicles for integrating efforts and addressing systemic issues. Resultantly, Scrutiny was identified as a means to bring together partners, review the effectiveness of current programmes, and consider deeper dives into generational poverty, employment, and health inequalities.

**17.10 Consider number of jobs created by sector**

17.11 Following the review of economic prosperity metrics and active enterprises in the city, the Committee welcomed the recommendation of additional indicators, such as the number of residents entering employment, jobs created, and investment attracted, rather than relying solely on the active enterprises figure to demonstrate economic performance. Additionally, the Committee requested sector-by-sector data and information on business longevity, which was acknowledged as available but not yet collated; officers agreed to raise this as an agenda item for further scrutiny and provide the requested breakdown as part of the item on the Economic Development Strategy at the Business, Economy and Enterprise Scrutiny Board (3)

**17.12 Collection agency performance data on third-party collection agencies, including their success rates**

17.13 During the discussion on the complexities of business rates and council tax collection, officers confirmed that collection agents are used and that their performance is monitored monthly. Currently, agents collect around 30% of referred debts, with the data being shared with Scrutiny Board (1) as requested by the Committee.

**17.14 Ensure that each Scrutiny Board reviews performance on the relevant KPI's on an annual basis as part of the One Coventry Plan review process:**

17.15 Considering the recommendations for the KPIs not previously reviewed in the deep dive sessions, the Committee highlighted the importance of Council continuity in ensuring that KPIs align with those in other Council strategies, with a recommendation to cross-reference and harmonise targets. Specifically, the importance of Scrutiny buy-in to future plans was stressed, with a recommendation to have KPIs go to the relevant Scrutiny Boards before being pulled together in the annual report.

# Agenda Item 6

SCRUCO Work Programme 2025-26

Last updated 21 October 2025

Please see page 2 onwards for background to items

|                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>5 June 2025</b>                                                                                                                                                                                                                                                                                                                                    |
| Cabinet Member Portfolio Priorities<br>One Strategic Plan and Education Capital Programme 2024-2028 (Cabinet Report)                                                                                                                                                                                                                                  |
| <b>3 July 2025</b>                                                                                                                                                                                                                                                                                                                                    |
| Coventry Protocol for Addressing Adult Modern Slavery (Cabinet Report)<br>The Re-Commissioning of Housing Related Support Services (Cabinet Report)                                                                                                                                                                                                   |
| <b>21 August 2025</b>                                                                                                                                                                                                                                                                                                                                 |
| One Coventry Plan Performance Report (Cabinet Report)<br>Scrutiny Annual Report 2024-25<br>Local Government and Social Care Ombudsman Review Letter                                                                                                                                                                                                   |
| <b>25 September 2025</b>                                                                                                                                                                                                                                                                                                                              |
| Scrutiny Work Programmes<br>Communications Strategy                                                                                                                                                                                                                                                                                                   |
| <b>30 October 2025</b>                                                                                                                                                                                                                                                                                                                                |
| SEP Progress 24-25<br>Shareholder Committee Performance Reports<br>One Coventry Plan Performance – Deep Dive Review Recommendations                                                                                                                                                                                                                   |
| <b>20 November 2025</b>                                                                                                                                                                                                                                                                                                                               |
| Change (Transformation) Programme update<br>City Centre PSPO progress update<br>Supporting Benefit Claims                                                                                                                                                                                                                                             |
| <b>11 December 2025</b>                                                                                                                                                                                                                                                                                                                               |
| WMCA Scrutiny Update<br>WMCA Corporate Update                                                                                                                                                                                                                                                                                                         |
| <b>15 January 2026</b>                                                                                                                                                                                                                                                                                                                                |
| Complaints Reports                                                                                                                                                                                                                                                                                                                                    |
| <b>5 February 2026</b>                                                                                                                                                                                                                                                                                                                                |
| <b>12 March 2026</b>                                                                                                                                                                                                                                                                                                                                  |
| Shareholder Reports – March Shareholders Panel                                                                                                                                                                                                                                                                                                        |
| <b>9 April 2026</b>                                                                                                                                                                                                                                                                                                                                   |
| <b>2025-26</b>                                                                                                                                                                                                                                                                                                                                        |
| One Coventry Plan Performance Report<br>Domestic Abuse<br>Climate Change<br>Cost of Living and Poverty<br>Offender Management<br>Regulation 19 Local Plan – representations and findings<br>WMCA Integrated Settlement<br>Coventry Cultural Strategy – progress report – refer to SB4<br>Sherbourne Recycling Plant – possible visit<br>AI - Progress |
| <b>Future items</b>                                                                                                                                                                                                                                                                                                                                   |
| PSPO reviews – 2027-28                                                                                                                                                                                                                                                                                                                                |

| <b>Date</b>              | <b>Title</b>                                                                  | <b>Detail</b>                                                                                                                                                                 | <b>Cabinet Member/<br/>Lead Officer</b>    |
|--------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| <b>5 June 2025</b>       | Cabinet Member Portfolio Priorities                                           | To invite Cllr Duggins and Cllr AS Khan to identify their priorities for the coming year, for Scrucro to be able to identify future items and hold Cabinet Members to account | Cllr Duggins<br>Cllr AS Khan               |
|                          | One Strategic Plan and Education Capital Programme 2024-2028 (Cabinet Report) | To consider the Council's plan for school places. To invite members of SB2 included Co-optees. Mapping of in-year migration and home education and impact of forecast data    | Cllr Sandhu<br>R Sugars                    |
|                          |                                                                               |                                                                                                                                                                               |                                            |
| <b>3 July 2025</b>       | Coventry Protocol for Addressing Adult Modern Slavery (Cabinet Report)        | A Cabinet Report to agree the protocol for Modern Slavery                                                                                                                     | Hebe Lawson<br>D Blackburn<br>Cllr AS Khan |
|                          | The Re-Commissioning of Housing Related Support Services (Cabinet Report)     | A Cabinet Report to agree the requirements for the commissioned housing related support services from 1 <sup>st</sup> April 2026                                              | Pete Fahy<br>Cllr N Akhtar                 |
| <b>21 August 2025</b>    | One Coventry Plan Performance Report (Cabinet Report)                         | To consider the annual performance report and recommend a further deep dive by scrutiny                                                                                       | Clare Boden-Hatton<br>Cllr Duggins         |
|                          | Scrutiny Annual Report 2024-25                                                | To approve the report scheduled for Council in September                                                                                                                      | Cllr Lloyd                                 |
|                          | Local Government and Social Care Ombudsman Review Letter                      | To note the letter from the Ombudsman and agree a further item in the Council's response.                                                                                     | Cllr Lloyd                                 |
| <b>25 September 2025</b> | Scrutiny Work Programmes                                                      | An opportunity to have oversight of all scrutiny board work programmes                                                                                                        | Scrutiny Team<br>Cllr Lloyd                |
|                          | Communications Strategy                                                       | To consider the refreshed Communications Strategy with the new Director in post – To include Internal comms to promote the One Coventry Priorities.                           | Carl Holloway<br>Cllr Duggins              |
| <b>30 October 2025</b>   | SEP Progress 24-25                                                            |                                                                                                                                                                               | Rhain Palmer                               |
|                          | Shareholder Committee Performance Reports                                     | To invite all scrutiny members to the meeting                                                                                                                                 |                                            |

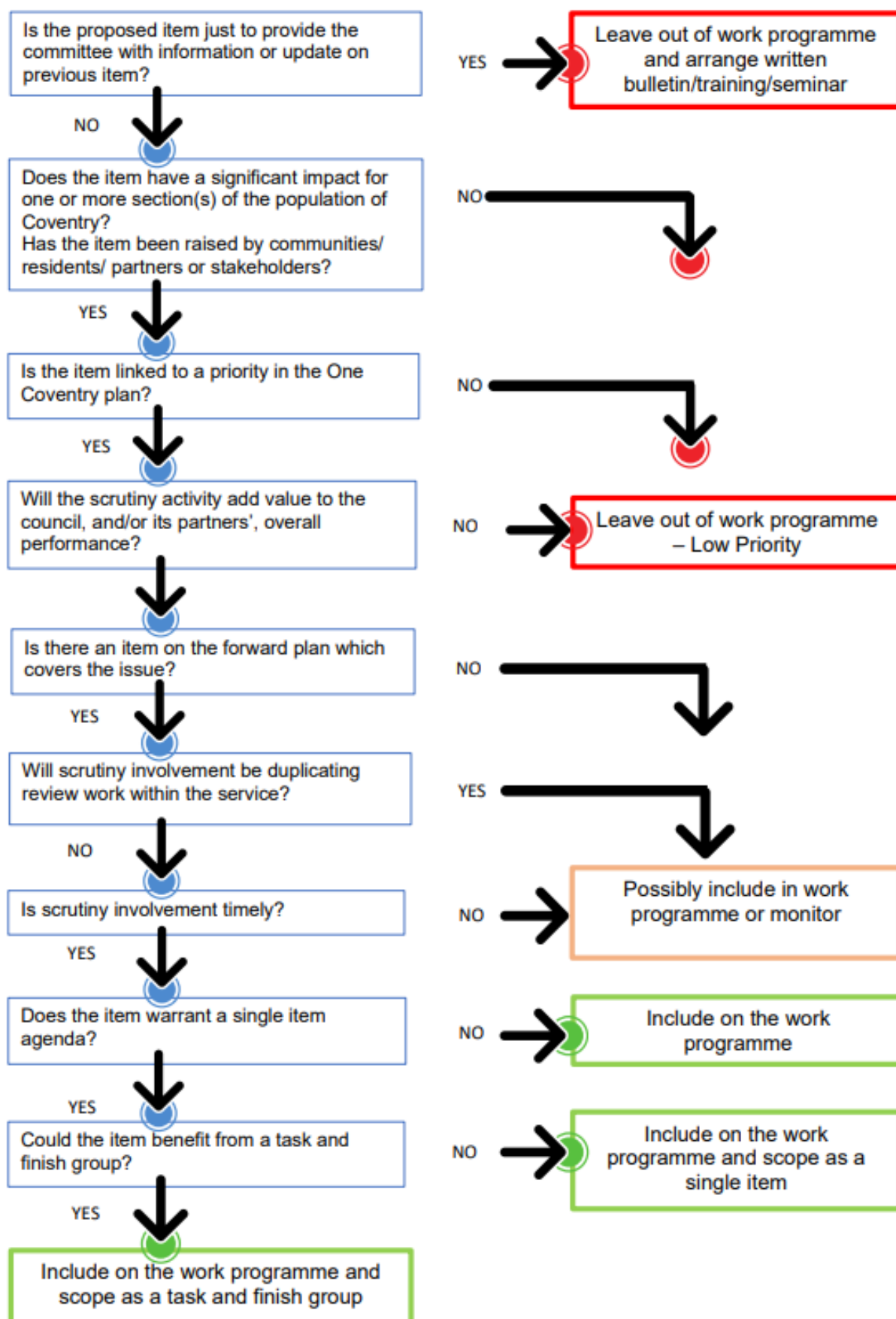
SCRUCO Work Programme 2025-26

| <b>Date</b>             | <b>Title</b>                                                     | <b>Detail</b>                                                                                                                     | <b>Cabinet Member/<br/>Lead Officer</b>        |
|-------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
|                         | One Coventry Plan Performance – Deep Dive Review Recommendations | To consider recommendations arising from the deep dive review of performance indicators                                           | Cllr Lloyd<br>G Holmes<br>T Robinson           |
| <b>20 November 2025</b> | Change (Transformation) Programme update                         | An update on progress following the item in November 2024                                                                         | Cllr Brown<br>C Boden-Hatton                   |
|                         | City Centre PSPO progress update                                 | To provide information on the impact of the addition of e-bikes and e-scooters to the city centre PSPO in November 2023           | Cllr AS Khan<br>Davina Blackburn               |
|                         | Supporting Benefit Claims                                        | To look at work done to encourage residents to claim all benefits they are entitled to                                            | Barrie Strain/<br>Cllr Brown                   |
| <b>11 December 2025</b> | WMCA Scrutiny Update                                             | To update Committees on the role and work of WMCA's Scrutiny function and to better support coordination and information sharing. |                                                |
|                         | WMCA Corporate Update                                            | An overview of key themes/topics that relate to the WMCA                                                                          |                                                |
| <b>15 January 2026</b>  | Complaints Reports                                               | When the Committee consider this issue, appropriate officers from service areas attend the meeting                                | Adrian LeCras<br>Mandeep Chouhan<br>Cllr Brown |
|                         |                                                                  |                                                                                                                                   |                                                |
| <b>5 February 2026</b>  |                                                                  |                                                                                                                                   |                                                |
|                         |                                                                  |                                                                                                                                   |                                                |
| <b>12 March 2026</b>    | Shareholder Reports – March Shareholders Panel                   |                                                                                                                                   |                                                |
|                         |                                                                  |                                                                                                                                   |                                                |
| <b>9 April 2026</b>     |                                                                  |                                                                                                                                   |                                                |

| Date           | Title                                                       | Detail                                                                                                                                                                                                                                                                                   | Cabinet Member/<br>Lead Officer                              |
|----------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
|                |                                                             |                                                                                                                                                                                                                                                                                          |                                                              |
| <b>2025-26</b> | One Coventry Plan Performance Report                        |                                                                                                                                                                                                                                                                                          | Cllr Duggins<br>C Boden-Hatton                               |
|                | Domestic Abuse                                              | A regular update item on the progress of delivery on the Domestic Violence and Abuse Strategy – to include government policy and funding announcement                                                                                                                                    | J Ross<br>Cllr AS Khan<br>Cllr P Akhtar                      |
|                | Climate Change                                              | To consider what the Council is doing to protect the city from the impact of climate change, including partners involved in the delivery and represented on the Climate Change Board, including Resilience and Adaptation, SEP and flood risk by ward. EV Charging points accessibility. | Cllr O'Boyle<br>Colin Knight<br>Rhian Palmer<br>Bret Willers |
|                | Cost of Living and Poverty                                  | To update on support offered to low -income families as well as the OCP indicator of % of children living in relatively low-income families.                                                                                                                                             | Cllr K Caan                                                  |
|                | Offender Management                                         | Following an item on Local Policing Update at their meeting 21 <sup>st</sup> February 24 the committee agreed to consider a further item on Offender Management                                                                                                                          | Cllr AS Khan<br>Davina Blackburn                             |
|                | Regulation 19 Local Plan – representations and findings     | As agreed at their meeting on 18 <sup>th</sup> December the committee requested the representations and any findings on the consultation on the Regulation 19 Stage of the review of the Local Plan, to time with any Cabinet and Council report.                                        | Cllr N Akhtar<br>R Back                                      |
|                | WMCA Integrated Settlement                                  | To look in more detail at the work that will be delivered though the integrated settlement from the devolution deal                                                                                                                                                                      | Cllr Duggins<br>Kim Mawby<br>etc.                            |
|                | Coventry Cultural Strategy – progress report – refer to SB4 | Progress in delivering the Cultural Works model, including communication with Members. – refer to SB4 – include Commonwealth Games legacy.                                                                                                                                               | David Nuttall/<br>Salla Virman<br>Cllr N Akhtar              |

| <b>Date</b>         | <b>Title</b>                                | <b>Detail</b>                                                                | <b>Cabinet Member/<br/>Lead Officer</b>      |
|---------------------|---------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------|
|                     | Sherbourne Recycling Plant – possible visit | To scrutinise the delivery of the recycling plant, as majority shareholders. | Cllr Hetherton<br>Mark Adams                 |
|                     | AI - Progress                               | A progress update on recommendations made at the meeting on 6 March 2025     | Paul Ward<br>Cllr<br>Hetherton/Cllr<br>Brown |
| <b>Future items</b> | PSPO reviews – 2027-28                      | To be considered by scrutiny as part of the 3-year review                    | Davina<br>Blackburn                          |

## Work Programme Decision Flow Chart





## Public report

Coventry Shareholders Committee

---

Scrutiny Co-ordination Committee  
Coventry Shareholder Committee

30 October 2025  
4 November 2025

**Name of Cabinet member:** Cabinet Member for Jobs, Regeneration and Climate Change  
– Councillor J O’Boyle

**Director approving submission of the report:**  
Director of Regeneration and Economy

**Ward(s) affected:**  
All

**Title:**  
**Strategic Energy Partnership Performance Review – 2024/25**

---

**Is this a key decision?**  
No

---

### Executive summary:

The information in this report is being brought to the Coventry Shareholder Committee to enable the Council’s interest in the Strategic Energy Partnership (SEP) to be monitored as per the agreed governance process. This report provides a review of performance for 2024/25 (the first year of the Strategy Energy Partnership). Performance is reported against the Strategic Business Plan for 2024-2029 and Annual Business Plan for 2024/2025 which were both approved by the Shareholder Committee on 23 April 2024.

The fifteen-year Strategic Energy Partnership between the Council and E.ON is the first of its kind in the UK. It has the potential to put Coventry at the forefront of the UK’s clean energy transition, benefitting residents and businesses in terms of helping to lower bills, generate clean local energy and create new jobs and skills. The Council’s relationship with E.ON will help support the development of ground-breaking projects, with potential funding from E.ON as well as other sources.

The Annual Business Plan 24/25 was the SEP’s first business plan and has delivered a huge amount of activity, laying the foundation for significant impact in future years. This included creation of the Coventry Energy Plan – which provides an evidence base for the SEP to build momentum and prioritise the most impactful projects in the years ahead. In the first 18 months of the partnership 11 projects entered contract, with 22 in development, including a pipeline of innovation projects, and £1.3m in social value delivery was committed.

A pipeline of innovation programmes has been developed, and projects are underway which support the most vulnerable. This includes a battery storage and time of use tariff pilot which supported some of the most vulnerable people in Coventry to reduce their bills, and a drone energy efficiency survey pilot for 4,000 properties in Hillfields to help identify residents eligible for grant funding to improve energy efficiency.

Investment in the SEP from inception in September 2023 to March 2025 is £1.9m, taking into account development expenditure, capital expenditure, operational expenditure, grant funding, and deployment of a community benefit fund.

The resource cost of delivering all the projects from September 2023 to March 2025 cost £3.5m, however CCC contribution to this was only £0.3m because of the Partnership.

A significant requirement of the SEP is to generate community benefit. £1.3m has been committed in social value delivery including engagement with 860 school children, care leavers work placements, tree planting in Wyken and community growing projects in some of the least green parts of the city including Hillfields and Stoke.

### **Recommendations:**

The Scrutiny Co-ordination Committee is recommended to:

- (1) Consider the report and identify any additional recommendations to the Coventry Shareholders Committee

The Coventry Shareholder Committee is recommended to:

- (1) Consider any recommendations from Scrutiny Co-ordination Committee
- (2) Receive and note the performance review of the Strategic Energy Partnership (set out in the appendix to this report) against the plan set out in the Annual Business Plan 2024-25, as per the agreed governance process which is set out in the Strategic Energy Partnership Joint Venture Contract.

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

The following appendices are attached to the report:

**Appendix 1:** Report on Strategic Energy Partnership Activity in 2024/25

### **Background papers:**

None

**Other useful documents**

Coventry Strategic Energy Partnership – Cabinet Report, August 2023

[Coventry Strategic Energy Partnership.pdf](#)

Coventry Strategic Energy Partnership – Shareholder Committee Report, April 2024

[Performance Update and Strategic Business Plan for 2024-2029 and Annual Business Plan for 2024/25](#)

Strategic Energy Partnership Strategic Business Plan summary 2024 [Performance Update and Strategic Business Plan for 2024-2029 and Annual Business Plan for 2024/25 - Appendix](#)

Coventry Strategic Energy Partnership – Shareholder Committee Report, November 2024

[Strategic Energy Partnership Performance Update - November 2024](#)

[Strategic Energy Partnership Performance Update - November 2024 - Appendix](#)

Coventry Strategic Energy Partnership – Shareholder Committee Report, March 2025

[Strategic Energy Partnership Annual Business Plan for 2025/26](#)

[Strategic Energy Partnership Annual Business Plan for 2025/26 - Appendix 1](#)

[Strategic Energy Partnership Annual Business Plan for 2025/26 - Appendix 2](#)

Climate Change Strategy 2024-2030 – Cabinet and Council Report December 2024

[Climate Change Strategy 2024-2030.pdf](#)

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

Yes – Scrutiny Co-ordination Committee – 30 October 2025

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

No

**Will this report go to Council?**

No

**This page is intentionally left blank**

## **Report title: Strategic Energy Partnership Performance Review – 2024/25**

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

- 1.1. The Council's Strategic Energy Partnership with E.ON is the first of its kind in the UK, providing an innovative way for the public and private sectors to work collaboratively to put Coventry at the forefront of the UK's clean power mission. This will help to create a cleaner, more secure and affordable energy supply alongside creating new industries and investment, as well as helping to protect the environment from the impacts of climate change.
- 1.2. From its inception in September 2023 to March 2025, the SEP developed the Coventry Energy Plan, which E.ON has funded to provide detailed insight into the city's energy challenges and opportunities to help focus SEP activity going forwards. This will inform a pipeline of projects as set out in Annual Business Plans to be approved by Shareholders Committee, and delivery of some projects commenced during the period. This report provides an update on performance of the SEP against the Strategic Business Plan for 2024-2029 and Annual Business Plan for 2024/2025 which were both approved by the Shareholder Committee on 23 April 2024.
- 1.3. The appendix to this report details the activities in 2024/25, capturing progress on capital projects which include Lenton Lane solar farm, solar into schools, public sector buildings (our own occupied estate) decarbonisation, and electric vehicle charging infrastructure.
- 1.4. Alongside these capital projects, there have been a number of innovation projects commenced, including Kestrix Pilot (using drones and machine learning to generate insights and efficiently focus targeted investment in energy efficiency), and Energy Digital Twin (providing insights and analysis of the energy systems in the city to improve decision making and assessment of impacts).
- 1.5. In addition, the SEP have been developing community benefit projects that deliver direct benefits to residents in Coventry which have either been delivered or underway which include Coventry Grows (a community growing programme in green deprived communities), and Adult Employability Work Experience (focussed on care leavers).
- 1.6. The appendix provides further detail of project activities and next steps to the next Shareholder Committee meeting in March 2026.

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

- 2.1. **Option 1 – Not recommended – Do nothing** – The Strategic Energy Partnership's agreed governance process and contractual commitments require updates on Strategic Energy Partnership activity to be received and noted by Coventry Shareholder Committee and this report meets this requirement.

This is not the recommended option.

- 2.2. **Option 2 – Recommended – Receive the update on Strategic Energy Partnership activity to date in 2025/26** – as per the Strategic Energy Partnership’s agreed governance process and contractual commitments, receiving and noting updates in relation to Strategic Energy Partnership activity will facilitate the Strategic Energy Partnership to continue to progress with planned activities.

**3. Results of consultation undertaken**

- 3.1. No consultation has been undertaken.

**4. Timetable for implementing this decision**

- 4.1. Upon approval of this report, the Strategic Energy Partnership will be satisfied that the Council, through an agreed governance process, has received the update on activity of Strategic Energy Partnership 2024/25.
- 4.2. Further performance updates on implementation of the Annual Business Plan 2025/26 will be provided at subsequent Coventry Shareholder Committee meetings.

**5. Comments from Director of Finance and Resources and Director of Law and Governance**

**5.1. Financial Implications**

Both SEP partners are contributing resource to the partnership. This includes a significant team of 13 FTEs from E.ON, above and beyond that to which E.ON committed in its bid, comprising a dedicated full-time team. Additionally, experts from across E.ON are brought in to support specific projects and initiatives. The Council has a minimum annual commitment of 2.5 FTEs who form the Council’s SEP project team (further detail in 6.3). This resource equates to £0.3m for the period September 2023 - March 2025 and was identified from the reallocation of existing resources as part of the initial SEP implementation in September 2023. Additional support is provided by Council officers in substantive posts as required.

The total resource cost of delivering all the projects from September 2023 to March 2025, including the £0.3m referenced above, was £3.5m.

If any SEP projects are identified as potential investment opportunities for the Council, these opportunities will be taken to Cabinet or Full Council as appropriate on a case-by-case basis, where such decision is required under the Council’s Constitution. There will be no financial obligation on the Council to invest or provide project funding as part of this report.

Where Council funding or Grant funding has been required for projects that are already in progress, this has been subject to further governance as required by the Council’s Constitution on a case-by-case basis, as set out in Appendix 1 of this report.

In addition to the £3.5m resource cost, investment in the SEP from inception in September 2023 to March 2025 was £1.9m. This includes development expenditure,

capital expenditure, operational expenditure, grant funding, and deployment of a community benefit fund.

## **5.2. Legal Implications**

The Strategic Energy Partnership is operating under the Joint Venture Agreement which was entered into with EON UK PLC. The governance of this was set out in the approvals which came to Cabinet and Full Council on 29th August 2023 and 5th September 2023 respectively.

## **6. Other implications**

### **6.1. How will this contribute to the One Coventry Plan?**

<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>

The Strategic Energy Partnership can contribute to all three core aims of the One Coventry Plan:

- The core focus is reducing carbon emissions and supporting the city's clean energy transition which contributes directly to tackling the causes and consequences of climate change;
- The partnership is seeking to address fuel poverty in the city, through retrofitting buildings and developing innovative solutions to help reduce energy bills for residents and address inequalities;
- The required infrastructure development to achieve the above and related jobs and supply chain implications will support economic growth, as will related support to local businesses to achieve their own carbon reduction objectives, and help to create a circular economy; and
- Social value is a key driver for the partnership and all projects have a strong focus on improving outcomes and tackling inequalities within our communities.

In addition to the above, the partnership will help support the enabling outcomes of the One Coventry Plan. The economic returns from some projects and bolstering of resource through the partnership will directly support the financial sustainability of the Council. The Partnership is a direct demonstration of the Council as a partner, leader and enabler and will likely lead to further partnering opportunities.

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

The Strategic Energy Partnership contractual joint venture agreement governs development of projects from concept up to start of implementation. The primary risk is the abortion of projects at any stage in their development due to project acceptance criteria not being met. This is governed and mitigated by a clear gateway process which must demonstrate value for money alongside other key criteria including social value. This is a risk to the Council as well as E.ON, noting E.ON will bear greater development risk given the resource, expertise and investment it is bringing to the partnership.

Key partnership-level risks and the management plan for them are summarised out in the Annual Business Plan. The programme team manages those risks on an ongoing basis, and escalates as necessary.

Project-level risks (such as technical risk, planning, construction, etc) will be project specific, and will be defined, and managed through the gateway process, such that any investment decision and final business case contemplates such risks and puts in adequate measures to mitigate and/or compensate for the same. Future governance over the specific projects will contemplate and manage such risks through appropriate mitigations.

Any capital investment decisions which follow the ordinary course of governance in line with Council's Constitution will go to Cabinet and Council should any investment be required on a specific project.

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

As part of the Council's contractual obligations to the Strategic Energy Partnership, 2.5 full time equivalent (FTE) officers support delivery (1 Project Manager, 1 Project Officer and 0.5 Finance). New roles have been created and internal employees were appointed through a recruitment process with no backfill to the employees' previous roles. An additional dedicated resource of 1 FTE is also now supporting the partnership, funded by grant. In addition, project development requires engagement from a cross-section of employees so further upskilling opportunities exist whilst working with E.ON.

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

An Equalities Impact Assessment (EIA) was completed during the procurement process and has recently been updated to recognise any specific social value aspects which might be achieved through the partnership. Positive outcomes can be achieved for a wide range of Coventry citizens through the partnership:

- Projects which seek to improve domestic energy efficiency will reduce fuel poverty in the city;
- Increased use of renewable energy sources and creating more energy efficient buildings has the potential to lower fuel costs including for the Council which improves financial sustainability for other service areas. For citizens and businesses this improves home and business finances;
- Transport related projects will have benefits for air quality and wider health impacts through more active lifestyles; and
- Social value projects are benefitting a diverse range of local people, ranging from young people through education and events, apprenticeships and training for care givers and targeted enhancements for green space improvements to parts of the city with the poorest access to green space.

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

The key driver for the partnership is supporting the Council to tackle the causes and consequences of climate change, as set out in the Council's Climate Change Strategy.

The Partnership will enable the Council to develop long-term local clean energy solutions that not only meet these aims but also deliver related outcomes such as improved health outcomes for citizens and increased biodiversity.

#### 6.6. Implications for partner organisations?

The partnership is not just focussed on decarbonising the Council's estate; this is about decarbonising the city. This requires the Council and the Strategic Energy Partner to work with a range of organisations across Coventry to widen the benefits of the approach, or specific projects, to other partner organisations, businesses and communities.

#### Report author(s):

Name: Tim Fawcett

Title: Head of Infrastructure Delivery, Sustainability Projects

**Service Area:** Climate Change & Sustainability

#### Tel and email contact:

Tel: 02475 381 658

Email: tim.fawcett@coventry.gov.uk

Enquiries should be directed to the above person

| Contributor/approver name                                           | Title                              | Service Area                      | Date doc sent out | Date response received or approved |
|---------------------------------------------------------------------|------------------------------------|-----------------------------------|-------------------|------------------------------------|
| <b>Contributors:</b>                                                |                                    |                                   |                   |                                    |
| Lara Knight                                                         | Governance Services Co-ordinator   | Law and Governance                | 17/10/25          | 17/10/25                           |
| <b>Names of approvers for submission:</b><br>(officers and members) |                                    |                                   |                   |                                    |
| Finance: Aimee Proctor                                              | Finance Manager                    | Finance                           | 18/09/25          | 15/10/25                           |
| Legal: Gurbinder Sangha                                             | Major Projects Commercial Lawyer   | Law and Governance                | 18/09/25          | 09/10/25                           |
| Service Area: Rhian Palmer                                          | Strategic Lead for Green Futures   | Climate Change and Sustainability | 18/09/25          | 09/10/25                           |
| Director: Andy Williams                                             | Director of Regeneration & Economy | -                                 | 9/10/25           | 14/10/25                           |

|                                |                                                        |   |          |          |
|--------------------------------|--------------------------------------------------------|---|----------|----------|
| Cabinet Member: Cllr J O'Boyle | Cabinet Member for Jobs, Regeneration & Climate Change | - | 14/10/25 | 20/10/25 |
|--------------------------------|--------------------------------------------------------|---|----------|----------|

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

## **Appendix 1 Report on Strategic Energy Partnership Activity in 2024/25**

### **1. Background to Strategic Business Plan and Annual Business Plan 2024/25**

- 1.1. The [Strategic Business Plan](#) sets out the high-level vision and strategic themes for the Strategic Energy Partnership (SEP) for the first five years (2024-2029).
- 1.2. The Annual Business Plan sets out the details of programme activities and financial information, to deliver under the strategic themes and vision as set out in the Strategic Business Plan, for the year 2024/25.
- 1.3. Both business plans were approved by the Shareholder Committee on 23 April 2024.
- 1.4. This report provides an update on SEP activity up to 31<sup>st</sup> March 2025.

### **2. Programme team and projects update**

- 2.1. The SEP partnership is a UK first, with an ambitious approach to delivering projects that help the city transition to net zero and maximising the benefits for Coventry in terms of helping to lower bills, generate clean local energy and create new jobs and skills. The first 18 months of the partnership focussed on establishing ways of working and developing an initial phase of projects.
- 2.2. A key activity during the delivery of the 24/25 Annual Business Plan was the development of the Coventry Energy Plan, which was fully funded by E.ON. The plan provides a strategic long-term energy vision for the city, giving us a detailed understanding of the energy challenges and opportunities looking to the 15-year life of the partnership and beyond. The Coventry Energy Plan provided an evidence base for the preparation of the 2025/26 Annual Business Plan and will continue to be used to shape and prioritise the most impactful projects taken forward by the SEP in the years ahead.
- 2.3. During 24/25, the volume of partnership activity scaled up, with multiple projects completed, others in delivery, and more in development. Whilst progress has been very positive and positive outcomes including carbon savings and reduction in energy bills are being generated, the CJV Board recognise that more strategic and impactful opportunities need to be prioritised to ensure we are maximising the value of the partnership. The Board will continue to provide challenge to the programme team to explore more opportunities like this.
- 2.4. Projects in development and delivery in 2024/25 are listed below. Some projects were aborted for the reasons noted below. Some projects that were not pursued may still be viable future projects for the SEP, or others to deliver. Based on emerging opportunities, some additional projects were added after the 2024/25 Annual Business Plan was approved. These are noted below.

**Table 1.0 - Impact of projects in 2024/25 by programme**

| Project                                                | Description                                                                                                                                                                                                                                                                                                           | Funding                                                                                                                                                        | Impact                                                                                                                                                                                                      |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Solar in Schools</b>                                |                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                |                                                                                                                                                                                                             |
| Solar in schools phase 1<br><br>In development         | A pilot project to increase renewable energy production at schools without relying on grant funding. By developing a self-funding scheme to install solar panels and energy efficiency measures at school sites, available grant and capital funding can be deployed elsewhere, while reducing schools' energy bills. | Options for a range of funding models are being explored                                                                                                       | Reduce energy costs for schools.<br><br>Increase renewable energy supply and resilience to buildings.<br><br>Additional work in schools includes careers talks/energy workshops. Use of local supply chain. |
| Schools Heating PSDS<br><br>Due for completion in 2025 | Complete replacement of heating systems at St Christophers and Ravensdale primary schools. End-of-life gas boilers replaced by air source heat pumps, and entire secondary system replacement (e.g. pipes and radiators) to maximise life of system. Works due to complete in Autumn term.                            | <ul style="list-style-type: none"> <li>£2.2m from One Strategic Plan and Education Capital Programme approved March 2025</li> <li>£0.9m Salix grant</li> </ul> | Reduce energy costs for schools.<br><br>Increase renewable energy supply and resilience to buildings.<br><br>Additional work in schools includes careers talks/energy workshops.                            |

| Project                                                                                                                     | Description                                                                                                                                                                                                                                                                                                                                             | Funding                                                                                                  | Impact                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Solar Farms</b>                                                                                                          |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                          |                                                                                                                                                                                                                                                                                                                                                      |
| Lentons Lane solar farm<br><br>In development                                                                               | The SEP is developing an updated scheme for a significant ground mount solar farm at Lentons Lane. The updated scheme has been developed to respond to concerns raised at Planning Committee in 2024 when an initial consent was sought by the Council. The scheme is expected to be brought back to Planning in 2025, following a public consultation. | E.ON will fund the solar farm, subject to securing planning consent.                                     | c.23MWp solar farm, which could generate zero carbon power for over 7,000 homes.<br><br>Subject to a business case for off taking it will further increase the Council's share of renewable energy generation, improve energy resilience and lower our carbon footprint.                                                                             |
| <b>Council Building Decarbonisation</b>                                                                                     |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                          |                                                                                                                                                                                                                                                                                                                                                      |
| Public Sector Decarbonisation Scheme 3c<br><br>In delivery (in March 2025 this scheme was approaching practical completion) | A pilot programme to deliver a combination of heat pumps, solar panels, and other energy-efficiency measures in four council-owned buildings (Moat House Leisure and Neighbourhood Centre, Foleshill Library, Coundon Family Centre, and The Families for All Hub at 454 Foleshill Road). Work has completed at all sites.                              | <ul style="list-style-type: none"> <li>• £1.0m approved Feb 2024</li> <li>• £0.8m Salix grant</li> </ul> | <p>Reduce energy costs in Council buildings to enable savings to support service delivery</p> <p>Increase renewable energy supply and resilience to buildings.</p> <p>Social value has included local talks and activities to influence communities to support environmental protection and improvement, and using a local supplier in Daventry.</p> |

| Project                                                                                                                                                                                                                                                                        | Description                                                                                                                                                                                                                                                                     | Funding                                                                                   | Impact                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MEES phase 1<br><br>In development                                                                                                                                                                                                                                             | A pilot project to develop a proposition for Council-owned commercial buildings in Hillfields which are available for lease to the private sector. This aligns with the place-based approach the Council is taking as part of the Hillfields Neighbourhood Improvement project. | Initial costs of pilot funded by E.ON. (Business case to be developed for future funding) | Reduced energy costs for tenants.<br><br>Insights into how to support the energy transition for smaller commercial properties, typically leased to small and medium-sized enterprises by private landlords. |
| Future PSDS applications                                                                                                                                                                                                                                                       | No further Public Sector Decarbonisation Scheme applications were possible for SEP-related activities in 2024-25                                                                                                                                                                | -                                                                                         | -                                                                                                                                                                                                           |
| Depot decarbonisation                                                                                                                                                                                                                                                          | This project did not commence as no funding sources were identified                                                                                                                                                                                                             | -                                                                                         | -                                                                                                                                                                                                           |
| MEES phase 2                                                                                                                                                                                                                                                                   | This project did not commence as it was intended to build on the learning from MEES phase 1                                                                                                                                                                                     | -                                                                                         | -                                                                                                                                                                                                           |
| <b>Non-Council Building Decarbonisation</b>                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                 |                                                                                           |                                                                                                                                                                                                             |
| Generic projects for commercial customers                                                                                                                                                                                                                                      | No opportunities with commercial customers were commenced in 2024-25                                                                                                                                                                                                            | -                                                                                         | -                                                                                                                                                                                                           |
| <b>Energy Security Across the City</b>                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                 |                                                                                           |                                                                                                                                                                                                             |
| No projects were brought forward specially under this programme in 2024-25, however many of the projects in other programmes which support clean local power generation and improve energy efficiency support this, including solar generation projects and retrofit projects. |                                                                                                                                                                                                                                                                                 |                                                                                           |                                                                                                                                                                                                             |

| Project                                                | Description                                                                                                                                                                                                                                                                                                                                                                                                            | Funding                                                                                                                                                  | Impact                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Domestic Energy Efficiency</b>                      |                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                 |
| Homes Upgrade Grant (HUG) 2 Project<br><br>Completed   | A government funded project aimed at improving the energy efficiency in homes that are: off the gas grid, low-income households and poorly insulated or energy inefficient.<br><br>The project supported 51 homes within Coventry                                                                                                                                                                                      | Funded by Department of Energy Security & Net Zero (DESNZ)                                                                                               | More energy efficient homes for residents, improving indoor comfort (e.g. warmer in winter) and supporting bill reductions.<br><br>Fuel poverty and carbon emission reductions.                                                                                                                                                 |
| Energy Company Obligation (ECO)4<br><br>In development | Energy efficiency scheme aimed at reducing fuel poverty, lowering carbon emissions and improving the energy efficiency of homes.                                                                                                                                                                                                                                                                                       | ECO places a legal obligation on medium and large energy suppliers to deliver energy-saving measures to low-income, fuel-poor, and vulnerable households | More energy efficient homes for residents, improving indoor comfort (e.g. warmer in winter) and supporting bill reductions.<br><br>Fuel poverty and carbon emission reductions.                                                                                                                                                 |
| Affordability Pilot<br><br>Completed                   | New project added since the 2024/25 ABP was approved. A pilot aimed at E.ON customers in the city most in need of support. Trial included battery storage and time of use tariff, as well as other energy efficiency measures such as insulation, solar panels and white good replacement. Some customers also received debt relief.<br><br>This project won the Utility Week Flexibility Inclusion Award in May 2025. | Fully funded by E.ON                                                                                                                                     | Of the 18 customers receiving the measures: <ul style="list-style-type: none"> <li>• Typical electric users are expected to save c.£5,000 over 20 years.</li> <li>• Higher electric users are expected to save c.£7,500 over 20 years.</li> <li>• Two are expected to save over £400 annually on their energy bills.</li> </ul> |

| Project                                                | Description                                                                                                                                                                                                                                                                                                                  | Funding              | Impact                                                                                                                                                                                                                      |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Electric Vehicle Charging Strategy</b>              |                                                                                                                                                                                                                                                                                                                              |                      |                                                                                                                                                                                                                             |
| LEVI (Pilot)                                           | This opportunity has not been pursued by the SEP                                                                                                                                                                                                                                                                             | -                    | -                                                                                                                                                                                                                           |
| LEVI (Main)                                            | This opportunity was not realised in 2024/25                                                                                                                                                                                                                                                                                 | -                    | -                                                                                                                                                                                                                           |
| New Union Street Car Park EV Chargers<br><br>Completed | New project added since the 2024/25 ABP was approved. A total of six electric vehicle chargers at New Union Street Car Park. Two of which are in accessible bays.                                                                                                                                                            | Fully funded by E.ON | Continued or increased access to EV chargers in more locations in the city including for drivers with disabilities.<br><br>Support of transition to lower emissions vehicles.<br><br>Local supplier (Rugby) of EV chargers. |
| Multi-Storey Car Park Upgrade<br><br>Part completed    | A total of 22 electric vehicle chargers at Salt Lane Car Park. Two of which are in accessible bays for Shop Mobility users. Completed.<br><br>A total of 14 electric vehicle chargers at Coventry Station Car Park. Two of which are in accessible bays for Shop Mobility users. This project is due to complete in 2025/26. | Fully funded by E.ON | Continued or increased access to EV chargers in more locations in the city including for drivers with disabilities.<br><br>Support of transition to lower emissions vehicles.<br><br>Local supplier (Rugby) of EV chargers. |

| Project                                                              | Description                                                                                                                                                                             | Funding                               | Impact                                                                                                                                                    |
|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Railway Station EV Chargers for Friargate 2 tenants<br><br>Completed | Installation of 10 EV chargers at Coventry Station multi-storey car park for the use of tenants at Friargate 2.                                                                         | Funding from existing Council budgets | Access to EV chargers in more locations in the city.<br><br>Support of transition to lower emissions vehicles.                                            |
| Workplace EV Improvement                                             | This project was not pursued                                                                                                                                                            | -                                     | -                                                                                                                                                         |
| Fleet Decarbonisation                                                | This project was not pursued                                                                                                                                                            | -                                     | -                                                                                                                                                         |
| Workplace EV pilot (generic)                                         | This project was not pursued                                                                                                                                                            | -                                     | -                                                                                                                                                         |
| <b>Other Enabling Projects</b>                                       |                                                                                                                                                                                         |                                       |                                                                                                                                                           |
| Alternative Energy Supply                                            | Since October 2024, NPower Business Solutions (part of E.ON) has supplied Coventry City Council with power. This same contract also provides many schools in the city with their power. | Funding from existing Council budgets | Increased proportion of renewable energy supplied to the city.<br>Provides additional tools to the Council to reduce exposure to volatile energy markets. |
| New connections pilot project                                        | This project was not pursued                                                                                                                                                            | -                                     | -                                                                                                                                                         |
| Clean Hub Strategy                                                   | This project was not pursued                                                                                                                                                            | -                                     | -                                                                                                                                                         |

### **3. Community Benefits update**

Embedding social value in the SEP will ensure long term social benefit and sustainable impact for the city. The SEP enables delivery of social value far in excess of what could be achieved by individual projects outside of a long-term partnership arrangement. The community benefit initiatives progressed well during 2024-25. There are seven community benefit projects either in development, in delivery, or completed. These are in addition to the social value commitments associated with each technical project noted above. In total, the activities committed to in 2024-25 will deliver £1.4 million of social value.

**Table 2.0: Impact of social value activity delivered through social value fund**

| Social Value Project                                                                          | Description                                                                                                                                                                                                                                                                                                                                                                                              | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adult Employability Work Experience Programme – Care Leaver Work placement<br><br>In delivery | SEP focussed on over 18's with a Not in Education, Employment or Training (NEET) background and those who had care experience in the city. The young adults received 2 weeks of unpaid work experience and took part in sessions that enhanced their employability skills and prepared them for future employment.                                                                                       | The two weeks work experience achieved the following: <ul style="list-style-type: none"> <li>• Enhanced employability skills</li> <li>• Employability sessions</li> <li>• Practical work experience</li> </ul> The project empowered the young people that took part. They gained confidence in their abilities, enhanced their skills to succeed in the job market and took part in hands-on exercises including 2 days at E.ON's Net Zero Academy. The placements engaged in a variety of tasks and practical experiences and will be mentored by E.ON for the next year. This programme provides a good framework for future cohorts. |
| Coventry Grows - Community Growing Programme<br><br>In delivery                               | Coventry faces significant green space deprivation and rising food costs impacts the city's most deprived areas. A <a href="#">Community growing programme</a> will transform derelict land for productive food growing and horticulture. This project is in partnership with Grapevine and Garden Organic – all helping to bring communities together to tackle food poverty and increase biodiversity. | The scheme is intended to deliver three growing sites within the most in need communities in the city. The initial site at <a href="#">Heath Road</a> (in St Michaels ward) is being mobilised with site set up completed by November 2025 and harvesting community food by 2026.<br><br>The programme will address food poverty, enhance climate resilience, foster community cohesion, support nature recovery and promote the city as a leader in sustainable food practices. It will boost skills, affordability, food access and teach people new skills - to grow and cook their own food.                                         |

| Social Value Project                                                             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Biodiversity – Treetly tree planting app Initiative</p> <p>In development</p> | <p>Subject to a successful grant funding application, a tree planting initiative which will see thousands of mixed species trees planted on land adjacent to the River Sowe in Wyken ward.</p> <p>Resident involvement is key to this initiative and people who live in Coventry will have an opportunity to take part in a Treetly Active Challenge – walk 5,000 steps a day (or equivalent) for 20 days in a month to earn a tree.</p>                                                                                                                                                                                 | <p>This will contribute significantly to the Council's aspiration of planting a tree for every citizen.</p> <p>It will promote active health and wellbeing challenges.</p>                                                                                                                                                                                                                                                                                                                            |
| <p><a href="#">Books – Primary School book donation</a></p> <p>In delivery</p>   | <p>The SEP have partnered with a local author to commission two books as part of a series which celebrates Coventry's heritage. The books will focus on how to be a good Coventry Kid and will align to the Child Friendly Coventry values with a focus on the 'Be and Feel Healthy' pledge - which encompasses making Coventry a more environmentally friendly city and reducing the impact of climate change.</p> <p>Every school will receive a copy of this book for free to every class in Y1 to Y6. In addition to this the author will facilitate reading sessions which will be supported by SEP volunteers.</p> | <p>All schools in the city will receive a copy of the book along with an engagement letter from the SEP to raise awareness of partnership and funding/grants available to schools.</p> <p>This project will kick start a voluntary reading programme for schools which will be supported by SEP volunteers.</p> <p>The project will also encourage children to read about the city's heritage and be proud of the city they live in.</p> <p>Both books will be distributed to schools in 2025-26.</p> |

| Social Value Project                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Highly Sprung<br>Completed                      | Arts and culture driven project using arts and performance to inspire learning, conversation and community change. Children aged 12 to 16 years old used their voices around issues concerning the global and local energy crisis and its impact of poverty and quality of life.                                                                                                                                                                                                 | <p>The SEP supported the Young Producer programme with industry knowledge and expertise in four secondary schools in the city, Barrs Hill, Foxford, Sidney Stringer and Westwood.</p> <p><a href="#">The Accelerate Summit</a>, which was held to showcase the project, took place in November 2024 at CBS Arena. The two-day event, involving over 400 secondary school children who participated in a climate and sustainability workshops, showcased their arts performance and Q&amp;A panel session which included members of the SEP team.</p>                                                                                                                                                              |
| Schools Programme Rollout<br><br>In development | <p>To provide a social value offering to all schools in the city regardless of if they engage with the SEP from a technical solutions perspective.</p> <p>It will contain a flexible offering from SEP and will include a wider Council service offer – the benefit of this is that the school will be contacted once with a complete offer rather than for each project and engagement.</p> <p>Schools can select what activities are best for their needs and timetabling.</p> | <p>The intention of this project is to offer enrichment activity related to the green sector. Schools can choose from assemblies, workshops, teacher resources, parental information, careers advice or SEND activities and the shopping list approach will ensure all schools get an equitable offer from the SEP.</p> <p>Outcomes include increased pupil engagement within the green sector, inspiring young people to think about energy sources, their role in reducing carbon emissions, supporting a sustainable future, energy uses, smart savings, environmental awareness, etc. All of the interactions will strengthen literacy, STEM skills and include practical activities and problem solving.</p> |

| Social Value Project                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Retrofit Training Programme                     | This project has not yet commenced.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Community Centre Retrofit<br><br>In development | <p>The SEP plan to retrofit a community centre which will enhance its energy efficiency, sustainability and improve conditions for regular groups and services used by residents.</p> <p>This centre will then act as an anchor point for the SEP to delivery impactful social value work in the community and highlighting our presence in the city.</p> <p>After retrofit the SEP plan to support the services that are run from the building with volunteers, sustainability assistance, career, skills and wellbeing services on an ongoing basis (actual support TBC once centre identified)</p> | <p>This long-term project will help people who are most in need in the city by establishing a flagship community initiative that will have legacy impact by:</p> <ul style="list-style-type: none"> <li>• Integrating the partnership into the local community and encourage local resident engagement.</li> <li>• Enable “hub and spoke” social value delivery for multiple volunteering initiatives from SEP.</li> <li>• Ensuring the SEP is understood by residents and benefits of the partnership felt in the community.</li> <li>• Reducing energy consumption and carbon, allowing savings to be invested in enhancing centres offering.</li> <li>• Enhancing facility comfort and usability.</li> <li>• Increasing building longevity and resilience.</li> </ul> |

#### 4. Wider engagement activity

Wider engagement activity has taken place which helps support awareness of the SEP:

- **Careers Fairs.** Supported a number of sessions across the city as E.ON, promoting the SEP, work and apprenticeship offerings of E.ON, E.ON Next, nBS and the Net Zero Academy. Providing guidance on training and career pathways in net zero solutions. Also supported events with CV review and mock interview support.
- **Social Value Conference.** E.ON sponsorship of the Social Value Portal conference. Opportunity to promote the SEP and delivery model of social value to unlock wider benefits to place based partnerships, jobs and skills as part of a Just Transition to net zero.
- **Van wrapping competition.** An Aldermoor Farm Primary School pupil has had their design brought to life as the wrap for E.ON Next's newest electric vans. A competition was run off the back of the schools' programme pilot project for all schools to submit designs which were judged by E.ON exec panel. The vans will transport E.ON Next engineers to homes around Coventry and the surrounding area, installing smart meters and other sustainable energy solutions. [Coventry pupil helps E.ON Next drive the transition to net zero – quite literally | E.ON News](#)
- **Primary Aspirations week.** The second Coventry Primary Aspirations Week took place this year, running from Monday 3 March to Friday 7 March. E.ON supported with 5 school visits and held sessions at their offices in Westwood to give children an insight into their working environment and the great many roles people carry out for them. Across the week approximately 1400 pupils were involved for in-person events, nearly 3000 involved online, 33 schools engaged (13 as hosts), 26 businesses and organisations engaged.
- **Space Centre visit.** A school trip to the National Space Centre in Leicester for 58 children from St John's Church of England Academy. The children enjoyed a presentation all about space and team building workshops focused on getting them ready for some space challenges. They took on the Great Rocket Challenge and succeeded: creating a rocket prototype for Earth's first manned mission to Mars. The children designed and built rockets in small teams and then attempted to launch them on the National Space Centre's custom launcher. The children were also lucky enough to experience the brand-new Tetrastar Spaceport experience, taking a seat aboard the Tharsis spacecraft on a low Earth orbit cruise to see the wonders of our amazing planet. [Delivering social value for young people across Coventry in 2024 | E.ON News](#)
- **Highly Sprung.** Focussing on the energy crisis, the Youth Energy Summit provides a platform to amplify the voices of young people and encourages them to explore solutions to the pressing challenges of the global energy crisis. The summit involved interactive discussions, workshops and presentations from experts and professionals in the field of energy locally to Coventry.
- **Pupil Parliament.** Ongoing support for the Pupil Parliament event. 15 schools attend with over 100 young people in attendance. E.ON held Utopia/Dystopia cities workshops throughout the morning and represented the SEP on a Q&A panel session in the afternoon.
- **Care Leavers Awards.** Furthering our support of supporting care experienced into work, we have previously sponsored the care leaver awards as E.ON and last year jointly as the SEP. The event involves a market hall expo element of the evening

where we can engage young care leavers of Coventry to raise awareness of what the SEP has delivered and its aspirations for the years to come. We can also signpost them to entry level roles and apprenticeships.

There have also been other events where a joined-up approach has been of benefit:

Events:

- UKREiF 2024 – a large-scale developer and investment event in Leeds, which highlighted Coventry as a location for investment. E.ON was lead sponsor of the West Midlands Pavilion and worked alongside the Council to promote not only the SEP but also the city and its location benefits to property & investment professionals. 16,000+ attendees from across Europe came to the event which included 60+ stages, 1,250+ speakers and 150+ exhibitors.

Sponsorship:

- E.ON sponsored the 2023 and 2024 Care Leavers' Awards.

Partnerships:

- The SEP is proactively engaging with potential partners including housing associations and industrial and commercial businesses in the city. There is an expectation that this engagement will lead to additional projects in the future and will be reflected in the 2026/27 Annual Business Plan

## 5. Next steps

Key milestones we expect to deliver in the next six months include:

- Achieving planning consent for the Lentons Lane solar farm.
- Commencing development of a second solar farm for the city, alongside development of major brownfield rooftop solar PV project.
- Identify a pipeline of interventions to decarbonise heat in the City Centre, Hillfields, and Walsgrave.
- Complete delivery of the Schools Heating (PSDS3b) project, decarbonising heating at St Christophers and Ravensdale schools.
- Complete delivery of the Mayoral Renewables Fund project, installing solar panels at Sidney Stringer and Coventry College.
- Commence delivery of the Public Sector Building Proposition, installing solar panels and other energy efficiency measures at schools across the city.
- Commence delivery of the next phase of the Affordability Pilot, reducing energy bills to the most vulnerable E.ON customers in the city.
- Complete delivery of the Kestrix Pilot, generating insights to support place-based decarbonisation of homes in Hillfields.
- Complete a minimum of 50 retrofit surveys of residential properties in Hillfields to support the delivery of devolved retrofit funding.
- Deliver an early version of an energy digital twin for the city.

- Complete delivery of the Biodiversity – Treekly tree planting initiative, planting thousands of trees in the city.
- Commence delivery of the Schools Programme social value project, offering learning resources and support to all schools in the city.
- Continue development of the Community Centre Retrofit project, having identified the location of the targeted investment.
- Deploy the Fairer Warmth Hub, connecting households in Hillfields with information to promote energy efficiency, affordability, and a fair energy future for all.

The SEP team is focussed on actions to deliver the projects listed above in the short term, developing a plan to prioritise and deliver more projects in the medium term, and identifying projects of a more significant scale in the longer term. The team is also focussed on maximising the impacts of the strategic outcomes set out in the Annual Business Plan in all time horizons.

An update to the Shareholder Committee will be provided in March 2026. This will include the updated Annual Business Plan for 2026/27.

This page is intentionally left blank



## Public report

Coventry Shareholder Committee

Scrutiny Co-ordination Committee  
Coventry Shareholder Committee

30<sup>th</sup> October 2025  
4 November 2025

### Director approving submission of the report:

Director of Finance and Resources

**Ward(s) affected:** None

### Title:

**Coventry and Warwickshire Growth Hub Half-Year Report (Financial Year 2025/26)**

---

### Is this a key decision?

No - although the proposals affect more than two electoral wards, the impact is not expected to be significant.

---

### Executive summary:

The Coventry and Warwickshire Growth Hub (CWGH) has been established since 2014 and is firmly integrated as part of a successful Coventry and Warwickshire economic area – providing a ‘one stop’ centre for local businesses, with advice and guidance on the most appropriate support for their needs.

The CWGH Business Plan was approved by the Shareholder Committee on 26<sup>th</sup> March 2025. The CWGH half-year report outlines the performance based on the Business Plan during the Financial Year 2025/26, detailing income and operating costs for the ‘core’ Growth Hub. There are limited risks with the company balance sheet and CWGH has sufficient resources to meet liabilities as they fall due. The Council is not responsible for meeting liabilities in its role as shareholder, as CWGH is a private limited company.

Primary objectives and priorities for the period of the Business Plan remain unchanged with the CWGH focussing on accessing and supporting sub-regional small and medium-sized enterprises (SMEs), plugging them in to relevant and available support partners and their programmes - such as those funded through the UK Shared Prosperity Fund.

**Recommendations:**

The Scrutiny Co-ordination Committee is requested to:

- (1) Consider the Coventry and Warwickshire Growth Hub half-year performance report, attached as an appendix to this report and forward any comments or recommendations to the Coventry Shareholder Committee.

The Coventry Shareholder Committee is recommended to:

- (1) Consider any comments or recommendations from the Scrutiny Co-ordination Committee.
- (2) Approve the Coventry and Warwickshire Growth Hub half-year performance report, attached to Appendix 1.

**List of Appendices included:**

The following appendices are attached to the report:

Appendix 1 - The Coventry and Warwickshire Growth Hub half-year performance report (Financial Year 2025-26).

**Background papers:**

None.

**Other useful documents**

None.

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

Yes: Scrutiny Co-ordination Committee – 30th October 2025

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

Yes

**Will this report go to Council?**

No.

## **Report title: Coventry and Warwickshire Growth Hub Half-Year Report (Financial Year 2025/26)**

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

- 1.1. Coventry and Warwickshire Growth Hub (CWGH) was established in 2014 using City Deal funding provided by Government. It was one of the first Growth Hubs to be established in England, before every Local Enterprise Partnership (LEP) area was subsequently given funding to establish a Growth Hub as a central coordination point for business support to try and simplify businesses' understanding of which business support products were appropriate to their individual needs. CWGH has been nationally recognised as a leading Growth Hub in the UK.
- 1.2. During the closure process of CWLEP in the financial year (FY) 22/23, the LEP Board, including the Local Authorities across the sub-region, determined that the Growth Hub and CW Champions should continue as a legacy of the LEP. The geography spans Coventry and Warwickshire Council's areas and welds the two together into one economic area.
- 1.3. As a result, the Shareholders of the Growth Hub are Coventry City Council (CCC) and Warwickshire County Council (WCC). It should be noted that as well as Growth Hub Limited which delivers the core Growth Hub service, the Growth Hub 'Group' includes subsidiaries CW Champions, and Growth Hub Business Solutions (including the Projects team) which both operate unfunded and commercially.
- 1.4. On 26<sup>th</sup> March 2025 the CWGH Business Plan covering FY 2025/26 was approved by the Shareholder Committee
- 1.5. Based on the content of the CWGH Business Plan, the half-year performance report has identified that the CWGH is ahead of the overall Key Performance Indicators target set within the Grant Agreement, and this trend is expected to continue for the remainder of the FY.

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

- 2.1. **Option 1 – Do nothing.** The Council's governance and reporting requirements for companies in its ownership requires the agreement of a business plan each year, and to provide a 6-month performance report against this business plan. Failure to present this report will mean that the Council is not provided with visibility over the business planning for CWGH. This report has therefore been prepared to meet this requirement.
  - 2.1.1. This is not the recommended option.

- 2.2. **Option 2 – Accept the Coventry and Warwickshire Growth Hub Half-Year Report (Financial Year 2025/26)** The appended CWGH Half-Year Report covers the Financial Year 2025/26.
- 2.2.1. The key points of the CWGH Half-Year Report are summarised in the following sections:
- 2.2.2. Primary objectives and priorities for FY 2025/26 remain unchanged with the Growth Hub focussing on supporting sub-regional SMEs, referring them into relevant and available support partners and their programmes, including UK Shared Prosperity Fund (UKSPF) programmes.
- 2.2.3. The Coventry & Warwickshire Growth Hub continues to perform well against Service Level Agreement targets for FY 2025/26 that have been agreed with Coventry City Council (and also separately with Warwickshire County Council and District and Borough Authorities).
- 2.2.4. Overall, 188 referrals out of a target of 325 have been made (58%), therefore CWGH is well placed to meet the target for referrals by the end of the financial year. Nearly all of the programmes are close to or over 50% of the target; in the second half of the current FY, a targeted marketing campaign will focus on the Business Energy Advice Service (BEAS) Programme to generate additional referrals.
- 2.2.5. The Growth Hub conducts regular quarterly meetings with Finance staff from Coventry City Council and Warwickshire County Council to keep them apprised of the current and projected financial position of the Growth Hub and its subsidiaries. The Q2 meeting will take place on 28<sup>th</sup> October 2025 to consider the position during the current financial year and the latest budget estimates.
- 2.2.6. CWGH has been working closely with the Economic Development Team at CCC on activities including events; proactive marketing campaigns etc, to ensure flow of client engagements. This will continue throughout the second half of the financial year; priority will be given to those programmes still requiring referrals to achieve target.
- 2.2.7. The preferred option is the approval of the Coventry and Warwickshire Growth Hub Half-Year Report (FY 2025/26).
- 2.3. In addition, the current half-year performance builds on the positive annual performance demonstrated during the Financial Year 2024/25 – a period which had the first full year of UKSPF funded alternatives to the ERDF regime, which presented a clearer focus on programmes available via the UKSPF Business Support provision. The overall CWGH referral target for 2024/25 was 325 and the actual achieved was 525, demonstrating an excellent 162% performance rating – an additional 200 referrals above the target figure for 2024/25.

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

- 3.1. No consultation has been undertaken.

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

- 4.1. Upon acceptance of CWGH's Half-Year Report the CW Growth Hub Board will be notified immediately.
- 4.2. The activity of CWGH will be monitored regularly by the Local Authorities to make sure that the organisation is adhering to the Grant Aid Agreement.
- 4.3. In addition, representatives from Coventry City Council and Warwickshire County Council's Finance teams will meet with the Growth Hub's Company Secretary and Senior Management team to review the on-going financial performance.

#### **5. Comments from Director of Finance and Resources and Director of Law and Governance**

##### **5.1. Financial Implications**

- 5.1.1 The Council is making a revenue contribution of £70k to CWGH this financial year. This payment is funded by grants from Central Government, so there are no additional resourcing requirements for the Council.
- 5.1.2 The draft accounts to March 2025 reported a turnover of £3.3m, gross profit of £0.9m and an overall loss of £0.1m. CWGH have put in place mitigating actions to control administrative costs and produce a balanced budget for 2025/26 without the use of reserves. This has included negotiating a new office lease at significantly reduced cost, ceasing use of some IT systems, paying significantly lower software licensing costs and carrying out more marketing activity inhouse within existing resources.

##### **5.2. Legal Implications**

- 5.2.1 The Growth Hub has acted in accordance with the Shareholders Agreement and Articles of Association by submitting the Annual Business Plan 2025/26 and in accordance with the Council's constitution. Governance is followed as Coventry City Council's Director of Regeneration and Economy attends the CWGH Board meetings.

#### **6. Other implications**

##### **6.1. How will this contribute to the One Coventry Plan?**

- 6.1.1. The continuation of Coventry & Warwickshire Growth Hub will play a vital role in delivering the One Coventry Plan's objective of "Increasing the Economic Prosperity of the City and Region". The development of this Plan has been subject to extensive consultation of both Council staff and external stakeholders, with some 485 people completing surveys and 433 individuals attending 23 workshops up to September 2022. This consultation process determined that a key objective needs to be the support of local businesses to innovate, grow and scale up, and create new jobs. The activity of CWGH will enable these objectives to be met by signposting businesses to the most suitable business support initiatives.

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

- 6.2.1. Regular operational and finance meetings with CWGH make sure that the risk to the Council is managed appropriately. In addition, closure costs are monitored closely, and sufficient reserves are always maintained to meet potential closure costs – this procedure removes a key risk.
- 6.2.2. A Health and Safety Policy is maintained as part of the Staff Handbook. In addition, Professional Indemnity insurance, as well as Public and Employers Liability Insurance, are in place to cover all staff activities.

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

- 6.3.1. To help manage Coventry City Council's (CCC) ownership of Growth Hub, the content of the Business Plan will be reviewed regularly; it is necessary for staff in the Economic Development Service and the Finance team to work together ensuring that the organisation's financial position and terms of the Grant Aid Agreement are reviewed and adhered to. There is also an ongoing time commitment from CCC's Director of Regeneration and Economy to attend the Growth Hub Board meetings which take place twice a year.

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

- 6.4.1. Equalities Impact Assessment is not required for this Report.

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

- 6.5.1. The CWGH will be proactively promoting the Business Energy Advice Service and Business Sustain programme to local businesses. This initiative will help reduce the carbon footprint generated by businesses, which will ultimately have a positive impact on climate change and the environment.

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

- 6.6.1. The CWGH is an integral part of the Coventry and Warwickshire business support ecosystem. Working closely with Business Support teams within CCC and WCC; the Growth Hub provides a number of referrals to Partners such as the CW Chamber of Commerce, CW Reinvestment Trust, Federation of Small Businesses, Business Growth West Midlands and local Universities.

**Report author(s):**

Name: Steve Weir; Parmy Singh

Title: Strategic Lead for Economic Development; Senior Business Relationship Manager

**Service Area:** Director of Regeneration and Economy**Tel and email contact:**

Tel: 024 7697 2422

Email: [parmy.singh@coventry.gov.uk](mailto:parmy.singh@coventry.gov.uk)

Enquiries should be directed to the above person

| <b>Contributor/approver name</b>                                 | <b>Title</b>                                             | <b>Service Area</b> | <b>Date doc sent out</b> | <b>Date response received or approved</b> |
|------------------------------------------------------------------|----------------------------------------------------------|---------------------|--------------------------|-------------------------------------------|
| <b>Contributors:</b>                                             |                                                          |                     |                          |                                           |
| Lara Knight                                                      | Governance Services Co-ordinator                         | Law and Governance  | 16/10/2025               | 17/10/2025                                |
| Finance: Mike Phillips                                           | Lead Accountant (Business Partnering, Corporate Finance) | Finance             | 13/10/2025               | 13/10/2025                                |
| Legal: Gurbinder Singh Sangha                                    | Corporate & Commercial Lead Lawyer                       | Legal               | 13/10/2025               | 13/10/2025                                |
|                                                                  |                                                          |                     |                          |                                           |
| <b>Names of approvers for submission: (officers and members)</b> |                                                          |                     |                          |                                           |
| Finance: Phil Helm                                               | Head of Finance                                          | Finance             | 13/10/202                | 16/10/2025                                |
| Legal: Oluremi Aremu                                             | Head of Legal and Procurement Services                   | Legal               | 13/10/202                | 16/10/2025                                |
| Director: Barry Hastie                                           | Director of Finance and Resources                        | Director            | 13/10/202                | 20/10/2025                                |

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

This page is intentionally left blank

## **Appendix 1**

### **Coventry & Warwickshire Growth Hub report FY25/26**

For Coventry City Council Shareholder Committee meeting 4<sup>th</sup> November 2025

Prepared by  
Phil Peak, Deputy CEO  
Adam Norburn, Company Secretary

#### **Contents**

1. Executive Summary
2. Overview of YTD performance
3. Operational Performance
  - a. Objectives and Key Performance Indicators
  - b. Financial Performance to date for financial year (FY) 25/26 and forecast to end of FY 25/26
4. FY 25/26 Business Plan
5. Business Planning for FY 26/27 and beyond
6. Risks & mitigation

#### **Supporting Documents**

A - Report to Coventry City Council and Warwickshire County Council Finance Teams for the meeting on 28<sup>th</sup> October 2025 – Quarter 2 2025/26

B – Detailed financial appendices

## **1. Executive Summary**

The Coventry and Warwickshire Growth Hub (CWGH) has been established since 2014 and is firmly integrated as part of a successful Coventry and Warwickshire economic area – providing a ‘one stop’ centre for local businesses, with advice and guidance on the most appropriate support for their needs.

The Business Plan outlines the plan for three years of operation (Financial Year 2023/24 to 2025/26), detailing income and operating costs for the ‘core’ Growth Hub. The City Council had agreed to make an annual revenue contribution of £130k to CWGH in each of the three years, subject to sufficient funds being made available through existing / future funding streams such as UK Shared Prosperity Fund (UKSPF). For FY 25/26 this has been reduced to £70k due to budgetary constraints.

There are limited risks with the company balance sheet and CWGH has sufficient resources to meet liabilities as they fall due. The City Council is not responsible for meeting liabilities in its role as shareholder as CWGH is a private limited company.

Primary objectives and priorities for the period of the Business Plan remain unchanged with the CWGH focussing on accessing and supporting sub-regional small and medium-sized enterprises (SMEs), plugging them in to relevant and available support partners and their programmes - such as those funded through the UK Shared Prosperity Fund.

After 6 months of FY 25/26 (end of September 2025), CWGH is ahead of plan for the overall Key Performance Indicators target set within the Grant Agreement (Section 3a), and this trend is expected to continue for the remainder of the FY.

Financial performance is broadly on plan against the budget set within the Business Plan. A summary of the Financial Report presented to the Shareholder Finance Meeting on the 28<sup>th</sup> October is included in Section 3b.

FY 25/26 marks the final year of the 3-year Business Plan 2023-26. It was agreed at the Growth Hub Board meeting in December 2024 that FY 25/26 would also become the first year of a strategic 3-year rolling plan.

Following the Board Strategy Day on 16<sup>th</sup> April 2025 the Board has been considering what the key priorities and options are for the Growth Hub over the next 12 months and beyond - the outcome of which are to be included in future updates of the Business Plan.

## 2. Overview of Year To Date

Processes and procedures working with the Shareholders, Coventry City Council and Warwickshire County Council, have been fully in place from the start of FY 24/25.

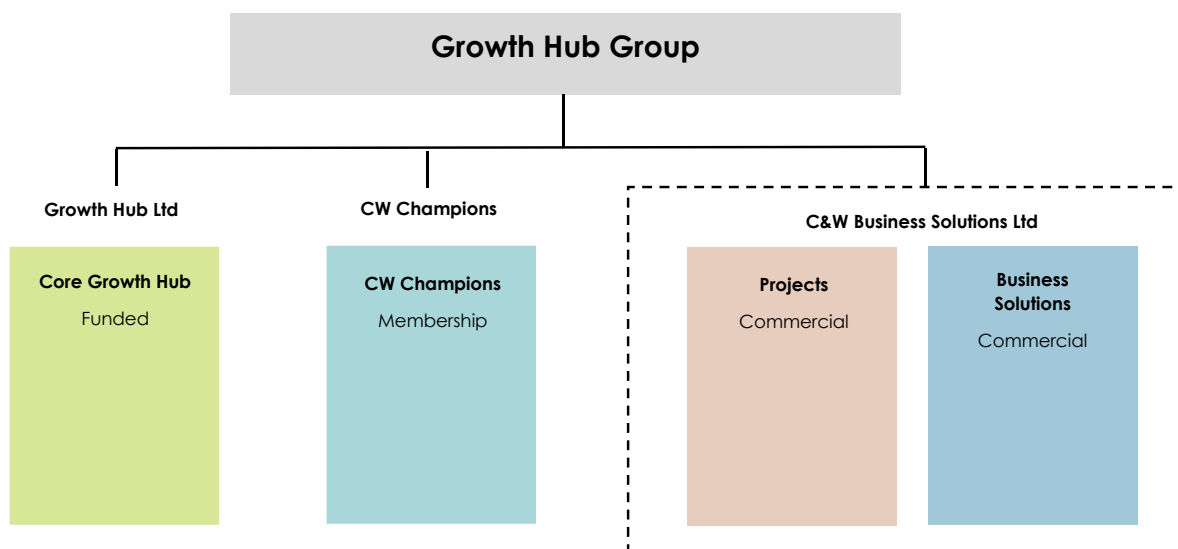
The Coventry & Warwickshire Growth Hub continues to perform well against SLA targets for FY 25/26 agreed with Coventry City Council (and also separately with Warwickshire County Council and District and Borough Authorities), and is ahead of plan to exceed the overall annual targets. Case studies can be viewed on our website at: <https://www.cwgrowthhub.co.uk/case-studies>

Primary objectives and priorities for FY 25/26 remain unchanged with the Growth Hub focussing on supporting sub-regional SMEs, referring them into relevant and available support partners and their programmes, including UKSPF programmes.

The majority of enquiries centre around economic challenges such as the cost-of-living crisis, energy price rises, volatile materials and component supply costs (now compounded by tariff concerns and JLR Supply Chain concerns), employment costs, recruitment and skills shortages along with issues caused by global conflicts such as the wars in Ukraine and the Middle East, which have all broadened the range of barriers businesses are looking for support to overcome. This has led to additional demand for regional support programmes.

The reporting of detailed 'real time' on the ground intelligence continues to be fed back directly to central Government through monthly DBT "headline & trends" submissions and Smart Region reports.

As indicated, CWGH is continuing under a structure with Coventry City Council and Warwickshire County Council, as shareholders of the Growth Hub. At the same time, the Growth Hub has two subsidiaries; C&W Champions (which operated under the CWLEP previously), and C&W Business Solutions which delivers all project and commercial activities operating as the commercial arm – see below.



These operations are fully separate both financially and operationally.

The Growth Hub has in place a three-year Business Plan with the Shareholders, which runs until the end of March 2026, and is currently working to develop a robust and proactive plan for future operations.

### 3. Operational Performance FY 25/26

#### - 3 a) Objectives and Key Performance Indicators

A set of targets have been agreed between CCC and CWGH for referrals against each of the CCC delivery programmes. Achieving these targets is the primary objective of CWGH in the Coventry district.

The table below summarises referrals made to the end of September 2025 (6 months). As can be seen overall 188 referrals out of a target of 325 have been made, so around 58% of the overall target has been achieved halfway through the financial year. Only one programme (BEAS – Audits, Energy Efficiency Grants and Associated Support) is significantly below target at this midway point of the year and will be prioritised to get back on track.

|                                                                                                                      | Coventry Referrals |                  |            | %          |
|----------------------------------------------------------------------------------------------------------------------|--------------------|------------------|------------|------------|
|                                                                                                                      | 2025-2026 FY       | 2025-2026 FY YTD | Remaining  | YTD        |
| Employer Hub & Skills                                                                                                | 60                 | 28               | 32         | 47%        |
| Invest in CW/Invest Coventry                                                                                         | 30                 | 14               | 16         | 47%        |
| BEAS- Audits, Energy Efficiency Grants & Associated Support (ie: Green Business Network)                             | 70                 | 15               | 55         | 21%        |
| SME Business Support Team - (Financial & Non-Financial Support eg: Capital Grants & Accelerated/High Growth Support) | 80                 | 58               | 22         | 73%        |
| CWRT - DUPLEX                                                                                                        | 10                 | 9                | 1          | 90%        |
| Coventry Start Up Support - via CWCoC (1 to many only)                                                               | 60                 | 53               | 7          | 88%        |
| Coventry Social Enterprise Support - via CWCDA                                                                       | 10                 | 9                | 1          | 90%        |
| Business Sustain                                                                                                     | 5                  | 2                | 3          | 40%        |
| <b>Total</b>                                                                                                         | <b>325</b>         | <b>188</b>       | <b>137</b> | <b>58%</b> |

#### - 3 b) Financial Performance

The 3-year Business Plan approved on 23<sup>rd</sup> April 2024 included an assessment of the Growth Hub's estimated financial performance through to the end of the 25/26 FY.

The Growth Hub conducts regular quarterly meetings with Finance staff from Coventry City Council and Warwickshire County Council to keep them apprised of the current and projected financial position of the Growth Hub and its subsidiaries. The last meeting took place on 28<sup>th</sup> October 2025 to consider the latest budget and forecast estimates for 25/26. The outline of the report submitted to local authority Finance colleagues is attached as Supporting Document A to this report.

The Growth Hub made a surplus of just over £3k to the end of Q2 25/26 and is expected to make a surplus of around £10k for the whole of FY25/26.

C&W Business Solutions was initially expected to more or less breakeven for FY 25/26 and has actually made a deficit of just over £9k to the end of Q2 25/26. However, the company has recently won a significant contract (total annual value just over £3m) as part of a consortium tendering for a Supply Chain Transition contract let by the West Midlands Combined Authority (WMCA). The contract commenced on 1<sup>st</sup> October 2025, so will only run for 6 months in the current financial year, but is expected to continue for a further 3 years thereafter. Based on projections for the remainder of the financial year, it is now expected that C&W Business Solutions will potentially make a surplus in excess of £100k in FY 25/26.

C&W Champions has made an accounting deficit of almost £17k to the end of Q2 25/26, largely due to the delay in launching a digital Champions online service and the deferment of a significant amount of income into FY26/27. Champions online is expected to launch in the current Q3 and the number of members is beginning to increase considerably in the current financial year. However, much of the income has to be deferred into the following

financial year to reflect the 12 month membership period, i.e. if a member signs up in October 2025, only half of the income relates to FY 25/26 and the other half is deferred into FY 26/27. Over the 2 year period, Champions is expected to generate a small surplus but is likely to show an accounting loss of around £20k in the current FY 25/26.

#### **4. FY 25/26 Business Plan**

##### **Financial forecast for FY 25/26**

A change of budgeting approach has been adopted for 25/26 onwards and this is reflected in the 25/26 budgets for all 3 companies. Management and office costs have historically been borne by the Growth Hub and recharged to Business Solutions and Champions on an appropriate basis. This has had the effect of inflating both the income and expenditure of the Growth Hub – overstating the true cost of running the Growth Hub operation. From 25/26 onwards, the budgets for each company contain their relevant proportion of management and office costs, so there is no need for recharges. This better reflects the true cost of running each company and their activities.

This approach has reduced the operating budget for the Growth Hub from £923k in FY 24/25 to £624k in FY 25/26.

Relatively conservative figures were used to establish 25/26 budgets. Staffing budgets have been included at 100% with no savings assumed for potential staff turnover, although there has been some turnover in the first half of the financial year. A pay award of 2% was agreed from 1<sup>st</sup> April 2025. Significant savings have also been found by renegotiating the lease for the office, reducing marketing costs by carrying out more activity in-house and changing suppliers for IT licences and support. Latest figures show that the Growth Hub is expected to make a surplus of around £10k in 25/26 without the need to use any reserves to support operations.

The estimated reserves position at the end of the current financial year is around the £715k mark with potential closure costs of just over £275k for all operations, so these costs are well-covered by reserves.

##### **Activities and Priorities for FY 25/26**

CWGH has been working closely with the Economic Development Team at CCC on activities including events, proactive marketing campaigns etc, to ensure flow of client engagements. This will continue throughout the remainder of the FY 25/26 and priority will be given to those programmes still requiring referrals to achieve target.

From a financial perspective, there is continual management of the fiscal position to manage finances as closely as possible to the forecast budget - this is reported via the Quarterly Finance meetings. As stated in Section 3b) above, it is likely that the Growth Hub budget position will be slightly in surplus for 25/26 and the financial position was reported to the Growth Hub Board at its last meeting on 25<sup>th</sup> September 2025.

The current 3 year Business Plan, which covers the period April 2023 to March 2026, has stated key priorities for the period of the Business Plan and looking ahead for the following financial years:

- Maintain a healthy pipeline of awareness and engagement with Coventry and Warwickshire businesses, referring into support programmes.  
As well as supporting and communicating with the current database, the Growth Hub continues to engage with businesses never previously engaged with the business support ecosystem in Coventry & Warwickshire. To date in FY 25/26 there have been 361 new business engagements.
- Ensure agreed KPIs are achieved for the Grant Agreements with CCC and WCC.

The Growth Hub continues to perform well against overall SLA targets for FY 25/26 agreed with CCC and WCC (and also separately with District and Borough Authorities) albeit with some local variations. These are reviewed on a regular basis with the respective Economic Development teams.

- For the Warwickshire area report on referrals at District & Borough level and monitor against targets agreed between WCC and the District & Borough Councils.

Detailed reports at District & Borough level are provided and discussed with WCC on a regular basis - at a minimum quarterly. Where local variations occur, actions are discussed and agreed with the WCC Economic Development team to address.

- Deliver a cohesive Marketing, PR and Communications strategy to focus on engaging businesses not currently engaged with the ecosystem, and promote the range of business support programmes delivered by the stakeholders.

A Marketing Plan has been shared with the Growth Hub Board, with cost expectations broadly in line with the budget agreed. Further discussions are ongoing with the respective marketing teams to 'fine tune' and complement other marketing activities.

- Use robust data to inform programmes and segment the customer journey. Detailed data about the businesses the Growth Hub engagements, as well as the referrals made to address their challenges, are captured on the Growth Hub CRM. This enables regular reporting e.g. via the SmartRegion report, and monthly updates to DBT, on the current issues affecting businesses along their journey.

- Collaborate with stakeholders and partners to amplify and simplify access to opportunities across Coventry and Warwickshire.

The core 'DNA' of the Growth Hub has always been to collaborate with stakeholders and partners, and this is continuing to be built upon. The work of CW Champions and Business Solutions complements and adds to these relationships, to amplify access to opportunity.

- To ensure our businesses are equipped with the right skills for the future in partnership with the WCC Skills Hub and CCC Employer Hub.

Regular meetings occur with both the WCC Skills Hub and CCC Employer Hub to review the skills challenges facing businesses, and ensuring the right support is leveraged from the Skills Hub and Employer Hub.

- Work closely with our Universities and Catapults to amplify their offer to the business community.

The Growth Hub Account Management team meet regularly with the teams from both Coventry and Warwick Universities, as well as the Catapult teams at WMG and MTC, to be cognisant of the latest offers, and identify suitable clients. These relationships have been utilised extensively through the Made Smarter West Midlands project.

- Manage finances to operate within budgetary constraints

Quarterly finance meetings take place with CCC & WCC finance teams to monitor financial performance versus the planned budget. Detailed financial reports and forecasts are provided for the Growth Hub, as well as C&W Business Solutions and C&W Champions.

- The Midlands has four out of the bottom five areas for scaling companies, with Coventry and Warwickshire currently second from bottom. We will recognise the

specific needs of scaling companies through our work with the Scale up Institute and target the scaling pipeline to increase our growth density.

Whilst we are limited on resources to work solely on scaling companies, we have been contracted by one of the District Authorities to identify Scaleups and potential Scaleups, and review their needs over and above the wider support available. The challenge has been reinforced by the latest SUI report, with both the West Midlands CA (including Coventry) and Warwickshire areas towards the bottom of the table of new scaleups per business capita.

- Complete the transitions in operation by the start of FY 24/25, from the closure of CWLEP at the start of FY 23/24. In particular transfer staff who are not working on core Growth Hub activities, from the Growth Hub into C&W Business Solutions. This will ensure complete clarity and transparency on the separation of public sector funding for the Growth Hub, and project and commercial activities delivered through C&W Business Solutions.

This was completed by 1<sup>st</sup> April 2024, with all staff now employed in the appropriate business. Quarterly finance meetings take place with CCC & WCC finance teams to monitor financial performance versus the planned budget. Detailed financial reports and forecasts are provided for the Growth Hub, as well as Business Solutions and CW Champions. The most recent meeting was on 28<sup>th</sup> October 2025.

## **5. Business Planning for FY 26/27 and beyond**

FY 25/26 marks the final year of the 3-year Business Plan 2023-26. It was agreed at the last Board meeting in December 2024 that FY 25/26 would also become the first year of a strategic 3-year rolling plan. The plan currently contains 12 priorities (see above), which by their very number cannot all be key priorities. The Board held a Strategy Day on 16<sup>th</sup> April 2025 and an important output of that day was to identify what the key priorities for the Growth Hub should be over the next 12 months and beyond to be included in future updates of the Business Plan. This will enable the Board to receive reports and track progress on a reduced priority list. There will undoubtedly be activities that will be important all the time and will need to be included every year, but there will also be other priorities, which may relate to time-limited opportunities, which will need to be allocated to specific financial years.

Since the Strategy Day, it has become clear that the WMCA review of Business Support, and the formation of an 'EDV (Economic Development Vehicle)' will affect both business support generally across the Coventry sub-region, and also the role of the Growth Hub within that.

Budgets for FY 26/27 and beyond have not been prepared at this stage as it would seem more appropriate to wait for the outcomes of these live discussions, which will help shape our future direction. The output from the Strategy Day and the EDV discussions will enable us to prepare budgets for future years in accordance with the direction and priorities chosen. There should also be much greater clarity by then about ongoing and potential future project work for C&W Business Solutions, which will have a significant impact on overall finances. The plan would then be to bring draft budgets for FY 26/27 and beyond for all three companies to the next Growth Hub Board meeting in December 2025.

## **6. Risks & mitigation**

A key operational risk during recent years, continuing into FY 25/26, has been that of cashflow, with delays in payment of grants from the Department for Business and Trade (DBT) and partners putting pressure on cashflow. Now that the Shareholder Agreement and Grant Aid Agreements are in place, this has been mostly mitigated by advance planning of claims and payments, working closely with the respective Economic Development teams. In addition, regular financial and operational reports will ensure that the aims and objectives of the Growth Hub are being adhered to.

A Health and Safety Policy is maintained as part of the Staff Handbook. In addition, Professional Indemnity insurance, as well as Public and Employers Liability Insurance, are in place to cover all staff activities.

As part of the CWLEP closure process, the Board determined that the legacy reserves, currently in excess of £700k, would be transferred to the Growth Hub, to enable longer term planning over a minimum three-year period. Part of the reserves are 'ring fenced' to cover full exit/closure costs of the Group companies. These closure costs are continually reviewed by the Board of the Growth Hub as part of the governance arrangements.

As the reserves are significantly more than the maximum closure costs (currently sized at around £275k), then there is no liability for either Coventry City Council or Warwickshire County Council if any, or all, of the Growth Hub Group companies would need to close.

## **Coventry & Warwickshire Growth Hub report FY25/26**

For Coventry City Council Shareholder Committee meeting 4<sup>th</sup> November 2025

### **Supporting Document A**

#### **Report to Coventry City Council and Warwickshire County Council Finance Teams – Quarter 2 2025/26 for the meeting on 28<sup>th</sup> October 2025**

This report provides financial information for the Growth Hub and its subsidiaries to the end of the second quarter of the 2025/26 financial year.

**Income and Expenditure Summary** – the 3-year income and expenditure summary for the Growth Hub and 2024/25 and 2025/26 summaries for Business Solutions and Champions, including a breakdown of non-pay costs. A change of budgeting approach has been adopted for 2025/26 onwards. Management and office costs have historically been borne by the Growth Hub and recharged to Business Solutions and Champions on an appropriate basis. This has had the effect of inflating both the income and expenditure of the Growth Hub – overstating the true cost of running the Growth Hub operation. From 2025/26 onwards, the budgets for each company contain their relevant proportion of management and office costs, so there is no need for recharges. This will better reflect the true cost of running each company and their activities. In addition, five posts have been removed from the staff establishment across the Group – 3 retirements, 1 redundancy and 2 leavers with only one of the posts being replaced in a conscious effort to reduce costs significantly across the Group.

### **Growth Hub**

The Growth Hub made a surplus of just over £3k to the end of the second quarter.

Fairly conservative figures have been used for 2025/26 budgets. Staffing budgets have been included at 100% with no savings at all assumed for potential staff turnover, which there has already been in the first two quarters. Latest figures for 2025/26 show that the Growth Hub is expected to make a surplus of around £10k in 2025/26 without the need to use any reserves.

### **Business Solutions**

Business Solutions made a deficit of just over £9k to the end of the second quarter having been expected to more or less break even in the current financial year. However, the company has recently won a c.£3m Supply Chain Transition contract from the West Midlands Combined Authority for 2025/26 (with the potential for a further 3 years). Based on the agreed start date of 1<sup>st</sup> October 2025 and profiling of income and expenditure over the second half of the financial year, this should ensure that Business Solutions now makes a potential surplus in excess of £100k in 2025/26.

### **Champions**

Champions made a deficit of almost £17k to the end of Q2 25/26, largely due to the delay in launching the digital Champions online service and the deferment of a significant amount of

income into FY26/27. Champions online is expected to launch in the current Q3 and the number of members is beginning to increase considerably in the current financial year. However, much of the income has to be deferred into the following financial year to reflect the 12 month membership period, i.e. if a member signs up in October 2025, only half of the income relates to FY 25/26 and the other half is deferred into FY 26/27. Over the 2 year period, Champions is expected to generate a small surplus but is likely to show an accounting loss of around £20k in the current FY 25/26.

**Income analysis** – analysis of the Growth Hub’s predicted income over the current 2023-26 3-year Business Plan period – categorised between secured and unsecured income. Excluding the use of reserves, income of £693,024 was achieved in the 2023/24 financial year, £811,747 for 2024/25 and £589,200 is secured for the 2025/26 financial year. Unsecured income is currently £35,000 for 2025/26. This relates to the funding from one of the district and borough councils which has not yet been received for 2025/26.

**Exit/closure costs** – an update of the potential exit/closure costs as at 31<sup>st</sup> March 2026 shows a potential estimated liability of £275,171 as at 31<sup>st</sup> March 2026 reducing to £250,844 as at 31<sup>st</sup> March 2027. This assumes that all currently employed staff remain in post on their existing terms and conditions (plus an estimated 2% pay award). The reason for the reduction is the removal of a year’s liability of the minimum 3-year office lease recently entered into by the Growth Hub (which was backdated to 8<sup>th</sup> December 2024).

**Outturn** – the current forecast outturn for the Growth Hub for the financial year to the end of March 2026 shows a predicted year end surplus of around £10k in 2025/26 without the need to use any reserves to support operations.

**Reserves position** – the anticipated reserves position for the financial year to the end of March 2026 shows around £715k in reserves at year end.

This page is intentionally left blank



## Public report

Coventry Shareholder Committee

**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 identity, 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.**

Scrutiny Co-ordination Committee  
Coventry Shareholder Committee

30<sup>th</sup> October 2025  
4 November 2025

### **Director approving submission of the report:**

Director of Finance and Resources

### **Ward(s) affected:**

None.

### **Title:**

UKBIC Annual Performance Report 2024/25

---

### **Is this a key decision?**

No.

---

### **Executive summary:**

UKBIC is a state-of-the-art battery manufacturing research and development facility, funded by £114m from the UK Government (through Innovate UK, part of UK Research & Innovation) and £18m from the West Midlands Combined Authority (WMCA). The facility is operated by UKBIC Ltd which is owned by Coventry City Council (CCC). The Council is also accountable body for the grant funding used to establish the facility.

The report on the private section of the agenda provides an update on the company's performance for the 2024/25 financial year.

**Recommendations:**

The Scrutiny Co-ordination Committee is recommended to:

- (1) Consider the UKBIC Annual Performance Report 2024/25 and to forward comments and / or recommendations to the Coventry Shareholder Committee

The Coventry Shareholder Committee is recommended to:

- (1) To consider any comments and / or recommendations from the Scrutiny Co-ordination Committee.
- (2) Approve the UKBIC Annual Performance Report 2024/25

**List of Appendices included:**

None.

**Background papers:**

None.

**Other useful documents**

None.

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

Yes – Scrutiny Coordination Committee 30<sup>th</sup> October 2025

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

No.

**Will this report go to Council?**

No.

## **Report title: UKBIC Annual Performance Report 2024/25**

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

- 1.1. The UK Battery Industrialisation Centre (UKBIC) Limited is a state of the art, 20,000m<sup>2</sup> battery manufacturing research and development facility on Rowley Road which was formally opened in July 2021. UKBIC is an open access facility designed to allow UK manufacturers to trial and industrialise the next generation of batteries for electric vehicles and other applications, which is essential to the UK's net zero ambitions.
- 1.2. Between November 2017 and October 2019, the Council approved the acceptance of £114m grant funding from Innovate UK's Faraday Battery Challenge towards the total cost of £132m to develop the UKBIC facility. The remaining £18m was provided in the form of a loan from WMCA, with repayments secured through an arrangement put in place with UKBIC Ltd ensuring that the Council is put in funds. The latest position on the loan is included at in section 3.2 below
- 1.3. The Faraday Battery Challenge was established by government in 2018 to invest in research and innovation projects, and facilities, to drive the growth of a strong battery business in the UK. Securing UKBIC in the Coventry area is critical to the future of the area's world-class automotive and advanced manufacturing cluster. The Faraday Challenge is now known as the Battery Innovation Programme and is funded by UKRI (UK Research and Innovation).
- 1.4. UKBIC Ltd (company no. 11227726) was established in order to operate the facility. CCC owns 100% of the shares in UKBIC Ltd and has two CCC directors who sit on the board, including the Chair. The remaining board seats are made up of the UKBIC Managing Director and Finance Director, a representative from Government's Advanced Propulsion Centre (APC) and independent battery / automotive industry experts. In addition, a Battery Innovation Programme Director attends the board as an observer.
- 1.5. The Battery Innovation Programme reviews and approves the UKBIC Ltd business plan on a regular basis to ensure that the business is sustainable and that it is meeting the technology needs of the UK automotive industry, and is currently providing core operational funding to UKBIC Ltd.

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

- 2.1. **Option 1- Do Nothing.** The Council's governance and reporting requirements for companies in its ownership requires the agreement of a business plan each year and reviewing performance of the companies in its ownership. Failure to present this report will mean that the Council is not provided with visibility over UKBIC Ltd's performance. This report has therefore been prepared to meet this requirement.
- 2.2. This is not the recommended option.

**Option 2 – Approve the UKBIC Annual Performance Report 2024/25** The report on the private section of the agenda has been drafted in line with the Council's

governance and reporting requirements for companies in its ownership. This is the recommended option.

### **3. Background**

- 3.1. CCC does not provide any ongoing funding for UKBIC, but it did provide a one-off short term £500k loan in 2021 which is being repaid in line with expectations, and due to be fully repaid by 2027.
- 3.2. New terms were agreed for the WMCA loan for UKBIC in March 2025. further details on the changes to the WMCA loan are set out in the corresponding private section of this report.
- 3.3. In terms of operational funding (working capital), UKRI which is UKBIC's primary funder, has remained committed to the facility and, through the Battery Innovation Programme (formerly the Faraday Battery Challenge) was awarded £452m by the Government to continue its activities through to March 2030. Formal clarification on the levels of support for UKBIC over the next four years is expected in the near future.
- 3.4. The principal activity of the company is to provide focused capabilities to enable industry, via open access, to scale up and commercialise advanced battery technologies central to the development and manufacture of batteries.

### **4. Performance Overview**

- 4.1. The Company's mission to support the growth of the battery industry in the UK remains unchanged. The financial year 2024/25 as is often the case with developing industries, saw both positive and negative developments, which have affected the company.
- 4.2. The period saw a rapid take-up in battery-powered electric vehicles, together with the further development of newer battery technologies and chemistries (such as solid state, prismatic, sodium, nickel, etc.), all of which were reflected in customers using UKBIC facilities. Against that, there were a number of high-profile company failures in the UK, that affected the business
- 4.3. As a result of this, UKBIC has widened its key objectives to accommodate a changing battery industry and landscape to incorporate both international opportunities and other potential facility utilisation without changing its core mission of supporting the growth of the UK battery industry
- 4.4. Further details of the company's performance are included in the report on the private section of the agenda.

### **5. Flexible Pilot Line and Training Activities**

- 5.1. UKBIC secured an additional £36m in capital funding for a new Flexible Pilot Line (FPL) in 2023. This is a smaller scale line which is designed to bridge the gap between research-scale work on battery chemistries (often taking place either in private labs belonging to individual manufacturers or in university facility) and the main industrial scale-up line that was originally installed in the facility using the grant funding managed

by CCC. This allows UKBIC to offer 40-litre mixes which require less material which is a key driver to the cost for potential customers, considerably reducing the barrier to entry and opening up a wider customer base for the company.

5.2. The first customers will begin to use the FPL before the end of 2025 and the final cell assembly capability due to become available in summer 2026. The company has held successful industry days and webinars to promote the new capability, and whilst the focus will remain on UK industry in line with the company's overall mission, it will also be seeking international opportunities.

5.3. UKBIC now offers five training courses designed for people working in the battery sector.

- Introduction to Battery Manufacturing
- Electrode Deep Dive
- Cell Assembly Deep Dive
- Formation Aging and Testing Deep Dive
- Module and Pack Deep Dive

5.4. The company also offers bespoke training courses designed specifically for the needs of their customers, with six companies currently receiving training from UKBIC.

## **6. Results of consultation undertaken**

No consultation has been undertaken.

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

Upon the approval of this report, UKBIC Ltd will be notified that the Shareholder has approved the report.

## **8. Comments from Director of Finance and Resources and Director of Law and Governance**

### **8.1. Financial Implications**

Repayments on the £500k loan to CCC are up to date, with full repayment due in 2027.

Further detail on financial implications is included in the report on the private section of the agenda.

### **8.2. Legal Implications**

UKBIC is complying with its governance requirements under the Articles of Association and in relation to the obligations under the grant agreement.

## **9. Other implications**

### **9.1. How will this contribute to the One Coventry Plan?**

The Council's ownership of UKBIC contributes to the Economic Prosperity theme in the One Coventry Plan. In Coventry and Warwickshire, almost 40,000 people are employed in the automotive industry, and with the sale of new internal combustion engine vehicles due to cease in 2035 it is essential that CCC supports our local automotive industry to transition to design, development and production of electric vehicles. Having UKBIC in the area along with other world class innovation assets such as WMG, Coventry University, MTC and MIRA makes the area highly attractive for investment in electric vehicles and other clean technologies.

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

A key risk mitigation is the Council's Directors having two seats on the UKBIC Ltd Board, including the Chair. No decisions can be taken on the operation of UKBIC without the approval of the Council's two Director Board Members. Financial risks for example linked to the WMCA Loan are mitigated by the fact that CCC has security of UKBIC's land and buildings. Finally, the oversight provided by the Faraday Battery Challenge provides essential input on UKBIC's business plan to ensure that it is meeting the needs of the UK automotive industry, as well as the associated grant funding that they provide.

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

In order to manage Coventry City Council's (CCC) ownership of UKBIC Ltd it is necessary for staff in the Economic Development Service, Finance and Legal to ensure that UKBIC is reported correctly in the Council's accounts, and that conditions of the original Innovate UK grant continue to be met, and that the terms of the WMCA loan are complied with. There is also an ongoing time commitment from the two CCC Directors who sit on the UKBIC Board.

### **9.4. Equalities / EIA?**

No equalities impact assessment has been undertaken.

### **9.5. Implications for (or impact on) climate change and the environment?**

UKBIC's work in supporting the transition to electric vehicles and away from internal combustion engines will contribute to CCC's plans to tackle climate change and improve the environment.

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

UKBIC is based in the Warwick District Council (WDC) municipal area. CCC has supported UKBIC Ltd to ensure that they have a good working relationship with WDC

**Report author(s):**

Steve Weir

Strategic Lead for Economic Development

**Service Area:**

Regeneration and Economy

**Tel and email contact:**

Tel: 024 7697 1074

Email: [stephen.weir@coventry.gov.uk](mailto:stephen.weir@coventry.gov.uk)

Enquiries should be directed to the above person

| <b>Contributor/approver name</b>                                    | <b>Title</b>                       | <b>Service Area</b> | <b>Date doc sent out</b> | <b>Date response received or approved</b> |
|---------------------------------------------------------------------|------------------------------------|---------------------|--------------------------|-------------------------------------------|
| <b>Contributors:</b>                                                |                                    |                     |                          |                                           |
| Lara Knight                                                         | Governance Services Co-ordinator   | Law and Governance  | 13/10/25                 | 17/10/25                                  |
| Mike Phillips                                                       | Lead Accountant                    | Finance             | 12/10/25                 | 13/10/25                                  |
| Gurbinder Singh Sangha                                              | Corporate & Commercial Lead Lawyer | Legal Services      | 13/10/25                 | 14/10/25                                  |
|                                                                     |                                    |                     |                          |                                           |
| <b>Names of approvers for submission:</b><br>(officers and members) |                                    |                     |                          |                                           |
| Finance: Phil Helm                                                  | Head of Finance                    | Finance             | 14/10/25                 | 15/10/25                                  |
| Legal: Oluremi Aremu                                                | Head of Legal and Procurement      | Legal Services      | 14/10/25                 | 15/10/25                                  |
| Director: Barry Hastie                                              | Director of Finance and Resources  | -                   | 15/10/25                 | 17/10/25                                  |

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

This page is intentionally left blank



## Public report

Scrutiny Co-Ordination Committee

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 identity, 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.

Scrutiny Co-Ordination Committee  
Coventry Shareholder Committee

30<sup>th</sup> October, 2025  
4<sup>th</sup> November, 2025

### Director approving submission of the report:

Chief Operating Officer and Section 151 Officer – B Hastie

### Ward(s) affected:

None

### Title:

Coventry Municipal Holdings Ltd Annual Performance Report year ended 31<sup>st</sup> March 2025

---

### Is this a key decision?

No

---

### Executive summary:

The Annual Performance Report is focused on a backward look over the 12 months of operation from April 2024 to March 2025 for Coventry Municipal Holdings (CMH) and its subsidiaries which includes the following entities.

- Coombe Abbey Park Ltd (CAP), including two subsidiaries:
  - No Ordinary Hospitality Management Ltd (NOHM)
  - Coombe Abbey Park (LACo) Ltd (CAP LACo)
- Tom White Waste Ltd (TWW), including two subsidiaries:
  - A&M Metals & Waste Ltd (A&M)
  - Tom White Waste (LACo) Ltd (TWW LACo)
- Coventry Regeneration Ltd (CR)

- Coventry Technical Resources Ltd (CTR)
- No Ordinary Hotels Ltd (NOH)

The Group Governance Agreement (GGA) requires CMH to produce an Annual Performance Report looking back at the operation of the Group to the year-end 31<sup>st</sup> March 2025.

### **Recommendations:**

The Scrutiny Co-ordination Committee is recommended to:

- (1) Note the annual performance report for the CMH Group for the year ended 31<sup>st</sup> March 2025.
- (2) Forward any comments or recommendations to the Coventry Shareholder Committee for its consideration.

The Coventry Shareholder Committee is recommended, following consideration of the corresponding public report, to:

- (1) Consider comments or recommendations from the Scrutiny Co-ordination Committee.
- (2) Accept the performance assessment provided by Company Management in the Annual Performance Report for the CMH Group for the year ended 31<sup>st</sup> March 2025.

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

Appendix 1 - Coventry Municipal Holdings Ltd – Annual Performance Report for 2025 - Public

### **Background papers:**

None

### **Other useful documents**

Business Planning Cycle for 2025-26 for the Coventry Municipal Holdings Group, (Shareholder Committee on 26<sup>th</sup> March 2025, Item 9)

[Agenda for Coventry Shareholder Committee on Wednesday, 26th March, 2025, 2.00 pm - Coventry City Council](#)

Coventry Municipal Holdings Ltd Annual Performance Report year ended 31<sup>st</sup> March 2024, (Shareholder Committee on 26<sup>th</sup> March 2025, Item 9)

[Agenda for Coventry Shareholder Committee on Wednesday, 26th March, 2025, 2.00 pm - Coventry City Council](#)

Commercial Investments and Income Generation, (Finance and Corporate Services Scrutiny Board (1) on 12<sup>th</sup> February 2025, Item 33)

<https://edemocracy.coventry.gov.uk/ieListDocuments.aspx?CId=568&MId=13219&Ver=4>

Strategic Acquisition of a Waste Asset, (Council on 14<sup>th</sup> January 2025, Item 84)

<https://edemocracy.coventry.gov.uk/ieListDocuments.aspx?CId=130&MId=13200>

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

Yes

Scrutiny Co-ordination Committee – 30<sup>th</sup> October 2025

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

No

**Will this report go to Council?**

No

## Coventry Municipal Holdings Ltd Annual Performance Report year ended 31<sup>st</sup> March 2025

### 1. Context (or background)

- 1.1. Coventry Municipal Holdings Ltd (CMH) was established in November 2021 as an intermediary parent company to manage the Council's existing company investments. This includes investments in Coombe Abbey Park Ltd (CAP) and Tom White Waste Ltd (TWW), along with other smaller subsidiaries.
- 1.2. The Group Governance Agreement (GGA) is a legally binding document that was entered into by the entities within the CMH Group. It sets out the governance and reporting requirements for the group which includes presenting a report on the Annual Performance Report for the Group to the Coventry Shareholder Committee each year. This report has been drafted to meet this requirement.

### 2. Options considered and recommended proposal

- 2.1. **Option 1 – Not recommended – Do nothing** – In line with GGA, this report has been drafted to meet the requirement of reporting the annual performance of the group to the Coventry Shareholder Committee. To do nothing would be a breach of the GGA.
- 2.2. This is not the recommended option.
- 2.3. **Option 2 – Recommended – Accept the Annual Performance Report** which have been drafted in line with the GGA, to meet the reporting requirements to Shareholder Committee and ensure transparency and consistency in relation to information on the Council's wholly owned investment.
- 2.4. **Performance Overview**  
To accompany the recommendations, the following section provides an overview of company performance during 25/26. Appendix 1 sets out the position in the Annual Performance Report, with further details are the companies current performance included as an appendix to the private report.

#### Coombe Abbey Park Ltd (CAP)

The group achieved revenue of £11.3m during the year 24/25, with hotel revenues consistent with previous years but park retail and Go Ape slightly down on previous year. The cost base has been an area of focus with food and beverage costs being well controlled in line with budget across the board. There have been additional costs in relation to maintenance costs associated with operating a Grade One listed building and inflationary increases in the cost of staffing. Payroll costs remain a key area of focus for the company. The investment in a rota management and payroll system in June 2025 has helped provide management with greater information to flex staffing levels in line with anticipated revenues. This remains a key area of focus in 25/26.

The performance of retail and leisure outlets managed by CAP subsidiary No Ordinary Hospitality Management (NOHM) is a key focus but included the continued success of Go Ape and the over performance of The Abbey Artisan Market compared to budget.

NOHM is continuing to operate a sales and marketing agreement at IXL Events Centre and identify ways to grow revenues and improve margin at other outlets across Coombe Abbey Hotel, St. Mary's Guildhall and the War Memorial Park. NOHM's primary focus was on strengthening existing retail and leisure activities, particularly given the need to manage pressures on the core hotel business.

The audited accounts for the Coombe Abbey Group were signed and approved by the company Board of Directors on the 25<sup>th</sup> September 2025 and have been subsequently filed at Companies House.

#### Tom White Waste Ltd (TWW)

The first half of the year in 2024 was impacted by underperformance from April to September, affected by the decision to close one site and reduce sales resources. This led to a weaker financial position. From October to March the TW saw the financial performance improve.

The financial position changed in January 2025 as part of the sale and leaseback arrangement with Council for the operating site. The Council acquired the site and will receive a commercial rental each year over the 25-year lease term.

The company has ended the year with revenue of £21.8m and a cash generated profit of £1.26m. The cash balance at the end of the year was £3.2m compared to the £0.2m the year before. The accounts for the year ending 31st March 2025 have been signed off by Board of Directors. They are summarised in Appendix 1.

TWW have continued to improve on key customer services metrics, achieving 98% service success and 98% call availability (both up from 96%). TWW also achieved FORS Silver operator status for their haulage service. In September 2025, TWW received confirmation of the new permit issued by the Environment Agency which will create opportunities to trade additional material streams.

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

- 3.1. No consultation has been undertaken.

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

- 4.1. Upon approval of this report the CMH Group will be satisfied that the Council, as Shareholder, have accepted the performance assessment made by company management for the year ending 31<sup>st</sup> March 2025.

### **5. Comments from Director of Finance and Resources and Director of Law and Governance**

#### **5.1. Financial Implications**

The Council has commissioned external valuation advice on its equity interest in CMH. The fair value of the shareholding was £6.1m at March 2025, compared to original acquisition costs of £24.1m and a prior year valuation of £9.6m. While hotel revenues have been maintained CAP continues to struggle with profitability as operational costs

are impacted by inflationary increases and National Living Wage. The reduced valuation for TWW is linked to continued cost pressures from inflation, plant downtime and disposal costs including landfill and haulage, although this has changed materially into 25/26.

The annual loan instalments and rental payments were repaid on schedule during 24/25. The Council received £0.8m in rentals and £0.4m in loan interest from the CMH Group in 24/25.

## **5.2. Legal Implications**

CMH has acted in accordance with the Group Governance Agreement (GGA) which sets out the policies and obligations on the group. The group have submitted their confirmation statements and requirements to Companies House on the submission requirement dates. The audited accounts will be submitted to Companies House as soon as they are finalised.

The Council is not required to meet the liabilities of individual companies as they are separate legal entities. The entities are also in compliance with their reporting requirements as per the Constitution.

## **6. Other implications**

### **6.1. How will this contribute to the One Coventry Plan?**

<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>

Through the recycling of waste materials, TWW are continuing to focus on tackling the causes and consequences of climate change which was a key consideration in the Council's decision to acquire the company.

The Council's control over the hotel management company and the surrounding land at Coombe Abbey Park, will continue to provide opportunities to increase the economic prosperity of the city and the region.

The Council received treasury returns from the CMH Group, related to leased property assets and service loans which contributed towards the continued financial sustainability of the Council.

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

The Council is managing risks at a corporate level through its treasury management strategy, quarterly budget monitoring and the inclusion of company investments on the Corporate Risk Register.

Company management have identified specific risks and mitigations for the companies within the CMH Group. This includes the risk of operating in industries (hospitality / waste management) influenced by macroeconomic factors and liquidity risk due to inflationary pressures.

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

The Council relies on companies within the CMH Group to deliver services, particularly the commercial waste services delivered by TWW, so it must review whether service levels are being met and assess value for money. This is achieved through contractual arrangements and monitoring of spend by procurement.

The Council must continue to provide the appropriate staffing resources to manage the performance and investment value of its equity interests, assess the condition of property assets held by subsidiaries, consolidate companies into its group accounts and manage the repayment of service loans, seeking external advice where needed.

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

The Public Sector Equality Duty (PSED) contained in section 149 of the Equality Act 2010 requires public authorities to have due regard to several equality considerations when exercising their functions. The Council has control over all companies within the CMH Group and it is important for the Council to consider the PSED in its role as sole shareholder. The companies within the CMH Group have developed Equality & Diversity policies and it is not expected that any specific groups will be disproportionately impacted, either positively or negatively, by the recommendations in this report.

No equality impact assessment has been carried out as the recommendations in this report do not constitute a new project and do not review existing, or develop new, Council strategies, policies, guidelines or services.

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

TWW is expected to continue to make a positive impact on climate change and the environment. Further details are provided in section 6.1 of this report as performance in this area is a key reason that TWW contributes towards the One Coventry Plan.

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

The report focuses on several commercial companies, which have a relationship with the Council. Any impact on the Council or these companies is covered in the appended report.

**Report author(s):**

Michael Phillips

Lead Accountant – Business Partnering

**Service Area:**

Financial Management

**Tel and email contact:**

Tel: 02476 972315

Email: [Mike.Phillips@coventry.gov.uk](mailto:Mike.Phillips@coventry.gov.uk)

Enquiries should be directed to the above person.

| Contributor/approver name                 | Title                                                    | Service Area       | Date doc sent out | Date response received or approved |
|-------------------------------------------|----------------------------------------------------------|--------------------|-------------------|------------------------------------|
| <b>Contributors:</b>                      |                                                          |                    |                   |                                    |
| Lara Knight                               | Governance Services Officer                              | Law and Governance | 03/10/25          | 17/10/25                           |
| Gurbinder Singh Sangha                    | Major Projects Commercial Lawyer / CMH Company Secretary | Law and Governance | 03/10/25          | 15/10/25                           |
| Parmi Mudhar                              | CMH Finance Director                                     | -                  | 03/10/25          | 20/10/25                           |
| Grant McKelvie                            | CMH Managing Director                                    | -                  | 03/10/25          | 09/10/25                           |
| <b>Names of approvers for submission:</b> |                                                          |                    |                   |                                    |
| Finance: Tina Pinks                       | Corporate Finance Manager                                | Finance            | 16/10/25          | 20/10/25                           |
| Legal: Julie Newman                       | City Solicitor and Monitoring Officer                    | Law and Governance | 16/10/25          | 20/10/25                           |
| Director: Barry Hastie                    | Chief Operating Officer and S151 Officer                 | Finance            | 16/10/25          | 20/10/25                           |

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

A photograph of two young children, a girl and a boy, watering plants. The girl is holding a blue watering can and pouring water onto a green plant. The boy is standing next to her, also looking at the plant. The background is a lush green garden. A semi-transparent blue rectangle is overlaid on the image, containing the title text.

# Coventry Municipal Holdings Annual Performance Report 2024/25

## Public Report

## Purpose of the report

- The Group Governance Agreement requires CMH to produce an Annual Performance Report looking back at the operation of the Group to the year-end 31st March 2025.
- To share the final accounts for each entity within the group along with details of what has driven the performance in year
- In the Private Report, to brief members of performance in the current year

## Some key facts

- In 2025/26 Tom White and Coombe Abbey will collectively **generate over £50m** revenue
- Together they **employ over 500 people** from the region, both skilled and unskilled
- Operations at Coombe Abbey means that the Coventry owed **historical asset is looked after**, and available to be experienced
- Tom White services the needs of local businesses, with **landfill diversion of over 95%**
- In 2025/26 the companies expect to return **benefit to the Council of c.£2.5m**, up from the £1.24m in 24/25 subject to ongoing company performance

# Performance Report 2024/25

CMH Group

## Performance report 2024/25

### Accounts Overview

- The accounts for the companies within in CMH group have all been audited and approved by the respective Board of Directors for each company
- The accounts will be available on Companies House for each company – there may be a delay with the accounts appearing on Companies House, but they can be found at <https://www.gov.uk/get-information-about-a-company> or by clicking on the link below for each company
  - [Coventry Municipal Holdings Limited](#)
  - [Coombe Abbey Park Limited](#)
  - [Tom White Waste Limited](#)
  - [Coventry Technical Resources Limited](#)
  - [Coventry Regeneration](#)
- Following Shareholder feedback, in presenting the summary of accounts in this report we have adopted terminology that is easier to read than that in the Statutory accounts
- Return to the shareholder from the group is £1.243m in 2024/25
- A summary for the group and each company is provided in this information pack

## Coventry Municipal Holdings

### CMH Consolidated Accounts for the y/e31<sup>st</sup> March 2025

- The income achieved by the Group has increased by £0.8m to £34.3m
- Overheads are lower than the previous year at £10.6m
- After depreciation, finance costs and tax the company has generated a loss of £2.7m
- The cash generated profit\* in year was £2.1m

| £'000s                              | 2025           | 2024           |
|-------------------------------------|----------------|----------------|
| Income                              | 34,299         | 33,447         |
| Operating expenses                  | (24,594)       | (23,508)       |
| <b>Gross profit</b>                 | <b>9,705</b>   | <b>9,939</b>   |
|                                     | <b>28.3%</b>   | <b>29.7%</b>   |
| Overheads                           | (10,662)       | (11,032)       |
| <b>Operating (loss)/profit</b>      | <b>(957)</b>   | <b>(1,094)</b> |
| Finance costs                       | (1,944)        | (1,818)        |
| Tax                                 | 117            | 104            |
| <b>Loss after tax</b>               | <b>(2,784)</b> | <b>(2,808)</b> |
| Tax adjustment                      | (117)          | (104)          |
| Interest to add back                | 1,944          | 1,818          |
| Depreciation to add back            | 3,114          | 3,128          |
| Loss on disposal of fixed assets    | (15)           | (19)           |
| Loss of revaluation of fixed assets |                | 268            |
| <b>Cash Generated profit</b>        | <b>2,142</b>   | <b>2,283</b>   |
|                                     | <b>6.24%</b>   | <b>6.83%</b>   |

\*Cash Generated Profit is Earnings before Interest, Tax, Depreciation and Amortisation

Group Balance Sheet

- The balance sheet demonstrates the financial strength of the company, which is positive, although lower than the previous year, based on the positive equity position at £0.98m
- The increase in the cash position is due to the sale and leaseback transaction that was completed for TWW in January 2025
- The revaluation reserve reflects the in-year increase in the asset value for Coombe Abbey Hotel
- The negative retained earnings balance is the result of the in-year and previous years losses reported in the accounts
- The non-current liabilities is largely made up of the total lease liability (£25.9m) and long-term loans (£6.6m)
- Money due to be paid by the company includes the £3.2m due to HMRC by the NOHM group which has now been settled in the current financial year

| £'000                                            | 2025          | 2024          |
|--------------------------------------------------|---------------|---------------|
| <b>Fixed Assets</b>                              | 36,000        | 37,274        |
| <b>Current Assets</b>                            | 0             | 0             |
| Money owed to the company (Debtors)              | 5,405         | 4,396         |
| Stock                                            | 98            | 98            |
| Cash                                             | 7,467         | 4,126         |
|                                                  | 12,970        | 8,620         |
| <b>Total Assets</b>                              | <b>48,969</b> | <b>45,893</b> |
|                                                  |               |               |
| <b>Equity</b>                                    |               |               |
| Share capital                                    | 20,199        | 20,199        |
| Revaluation Reserve (reflect market movements)   | 630           | 0             |
| Merger Reserve (from the original consolidation) | (11,468)      | (11,468)      |
| Capital contribution reserve                     | 150           | 150           |
| Retained Earnings                                | (8,530)       | (5,746)       |
| <b>Total Equity</b>                              | <b>981</b>    | <b>3,135</b>  |
|                                                  | 0             | 0             |
| <b>Non Current Liabilities</b>                   | 33,583        | 31,102        |
|                                                  |               |               |
| <b>Current Liabilities</b>                       |               |               |
| Money due to be paid by the company (Creditors)  | 12,379        | 9,185         |
| Loans or other financial liabilities             | 2,027         | 2,471         |
|                                                  | <b>14,406</b> | <b>11,656</b> |
| <b>Total Liabilities</b>                         | <b>47,988</b> | <b>42,758</b> |
| <b>Total Equity and Liabilities</b>              | <b>48,969</b> | <b>45,893</b> |

# Performance Report 2024/25





2024/25 Operational Performance

- Previously presented and discussed in January 2025
- Underperformance April to September 2024, with short term cost savings driven by mortgage repayment and poor contract payment terms
- Plant closures, reduced maintenance activity, and drop in sales resource increased losses
- Change to the leadership team, clear operational actions, greater accountability and accurate business planning have improved the position October to March 2025
- Balance sheet restructure completed in January 2025
- Operational site was subject to a sales and leaseback arrangement which will deliver a significant ongoing commercial rent to the Council
- This action allowed the mortgage on the site to be settled with the bank
- Reforecast to end March 2025 provided to Shareholder in Dec 2024 was achieved

Statement of Comprehensive Income/ P&L

| £'000s                                            | 2025     | 2024     |
|---------------------------------------------------|----------|----------|
| Income                                            | 21,835   | 20,959   |
| Operating expenses                                | (16,466) | (15,139) |
| Gross operating profit                            | 5,369    | 5,820    |
| Gross operating profit margin (%)                 | 24.6%    | 27.8%    |
|                                                   |          |          |
| Overheads                                         | (6,282)  | (6,982)  |
| Operating (loss)/profit                           | (913)    | (1,162)  |
|                                                   |          |          |
| Net Finance income/ (costs)                       | (876)    | (730)    |
| Loss before tax                                   | (1,789)  | (1,892)  |
|                                                   |          |          |
| Finance costs to add back                         | 876      | 730      |
| Depreciation to add back                          | 2,342    | 2,297    |
| Profit on disposal of fixed assets to be deducted | (168)    | (19)     |
| Cash generated profit / (loss)                    | 1,261    | 1,115    |
| Cash generated profit / (loss) margin (%)         | 5.77%    | 5.32%    |

- The loss in the Statutory Accounts after tax is £1.67m, a slight improvement from the previous year
- The operational activities are cash generating with a year end position of £1.26m\*

\*Cash Generated Profit is Earnings before Interest, Tax, Depreciation and Amortisation

**Balance Sheet**

Balance sheet restructure was completed in January to provide the company with a more stable position and allow the repayment of the mortgage and other financing arrangements

- Improvement in the cash position was as a result of the sale and lease back transaction
- Cash balance at the year end was £3.2m compared to £0.2m the year before
- Improvement is partly due to the accounting treatment for IFRS 16 which removes costs from the cash generated profit to interest, depreciation line and the balance sheet
- There is a negative equity position on the balance sheet of £0.4m based on the loss reported in year
- The impact of accounting for leases (IFRS16) has increase the liabilities on the balance sheet by £2.3m
- **To declare a dividend the company needs to have positive retained earnings. The forecast position for 25/26 supports that a dividend may be possible next year**

| £'000s                                          | 2025          | 2024          |
|-------------------------------------------------|---------------|---------------|
| <b>Fixed Assets</b>                             | 14,030        | 15,431        |
| <b>Current Assets</b>                           | 0             | 0             |
| Money owed to the company (Debtors)             | 4,243         | 3,220         |
| Cash                                            | 3,204         | 210           |
|                                                 | 7,446         | 3,430         |
| <b>Total Assets</b>                             | <b>21,476</b> | <b>18,861</b> |
| <b>Equity</b>                                   |               |               |
| Share capital                                   | 0             | 0             |
| Retained earnings                               | (416)         | 1,256         |
| <b>Total Equity</b>                             | <b>(416)</b>  | <b>1,256</b>  |
| <b>Non Current Liabilities</b>                  | 13,685        | 10,566        |
| <b>Current Liabilities</b>                      |               |               |
| Money due to be paid by the company (Creditors) | 7,073         | 5,289         |
| Loans or other financial liabilities            | 1,134         | 1,749         |
|                                                 | 8,207         | 7,039         |
| <b>Total Liabilities</b>                        | <b>21,892</b> | <b>17,605</b> |
| <b>Total Equity and Liabilities</b>             | <b>21,476</b> | <b>18,861</b> |

# Performance Report 2024/25



## Performance report 2024/25



### 2024/25 Operational Performance

Activity consistent with prior years – maintaining market position

- 338 conferences, 95 weddings and 536 private functions (birthdays, Anniversaries and Parties)
- 14,856 people attended public events, 56,000 attending events in the park (Luminate, Cinema and markets)
- Grade 1 listed building with operational challenges and increasing maintenance costs
- Commenced refurbishment programme to the event and conferencing spaces in the hotel at the end of financial year, completed in May 2025.
- **Overall loss in statutory accounts of £1.16m after depreciation (£0.8m), interest and tax costs**
- The company experienced increased operating costs which have increased the loss in year
  - insurance which increased by £84k,
  - utilities increased by £300k compared to the previous year. This was due to 2023/24 including an accounting adjustment to release costs in that year that had been assumed for previous years (reversal of accrual)
- **Cash generated profit in year was £0.8m**

## Coventry Municipal Holdings

### Statement of Comprehensive Income/ P&L

| £'000s                                    | 2025           | 2024          |
|-------------------------------------------|----------------|---------------|
| Income                                    | 12,004         | 11,954        |
| Operating expenses                        | (8,128)        | (8,369)       |
| <b>Gross profit</b>                       | <b>3,876</b>   | <b>3,586</b>  |
|                                           | <b>32.3%</b>   | <b>30.0%</b>  |
| Overheads                                 | (3,917)        | (3,214)       |
| <b>Operating (loss)/profit</b>            | <b>(41)</b>    | <b>372</b>    |
|                                           | 0              | 0             |
| Finance costs                             | (1,118)        | (1,094)       |
| <b>Loss before tax</b>                    | <b>(1,159)</b> | <b>(722)</b>  |
| Interest to add back                      | 1,118          | 1,094         |
| Depreciation to add back                  | 772            | 831           |
| Loss on disposal of fixed assets          | 153            | 0             |
| <b>Cash generated profit / (loss)</b>     | <b>884</b>     | <b>1,203</b>  |
| Cash generated profit / (loss) margin (%) | <b>7.36%</b>   | <b>10.06%</b> |



### Balance sheet

- Fixed assets includes the leased assets like the hotel asset, where the leasehold is valued at £13.5m
- Cash position remains healthy with £1.3m at the year end
- Revaluation reserve reflects the movement in the property value
- Negative equity position of £1.5m due to the loss in year
- Non-current liabilities reflect the total lease liability associated with the lease assets at c£13.2m in line with accounting for leases (IFRS 16 accounting standard) and the loan position of £6.8m
- Money due to be paid by the company (creditors) includes £3.2m due to HMRC for VAT which has been settled in 2025/26

### Post balance sheet events

- Following the year end the Company used funds that were available to it, to make payments to HMRC to settle the outstanding VAT liability  
The VAT liability was been settled with the final payment made in September 2025

| £'000                                           | 2025           | 2024          |
|-------------------------------------------------|----------------|---------------|
| <b>Fixed Assets</b>                             | 21,970         | 21,843        |
| <b>Current Assets</b>                           | 0              | 0             |
| Money owed to the company (Debtors)             | 1,094          | 997           |
| Stock                                           | 98             | 98            |
| Cash                                            | 1,317          | 1,115         |
|                                                 | 2,509          | 2,210         |
| <b>Total Assets</b>                             | <b>24,479</b>  | <b>24,052</b> |
| <b>Equity</b>                                   |                |               |
| Share capital                                   | 3,296          | 3,296         |
| Revaluation Reserve (reflect market movements)  | 752            | 122           |
| Retained Earnings                               | (5,557)        | (4,398)       |
| <b>Total Equity</b>                             | <b>(1,510)</b> | <b>(981)</b>  |
|                                                 | 0              | 0             |
| <b>Non Current Liabilities</b>                  | 20,061         | 20,531        |
| <b>Current Liabilities</b>                      |                |               |
| Money due to be paid by the company (Creditors) | 5,203          | 3,781         |
| Loans or other financial liabilities            | 725            | 721           |
|                                                 | <b>5,928</b>   | <b>4,502</b>  |
| <b>Total Liabilities</b>                        | 25,989         | 25,033        |
| <b>Total Equity and Liabilities</b>             | <b>24,479</b>  | <b>24,052</b> |

# Performance Report 2024/25

- Coventry Municipal Holdings Limited (CMH)
  - Coventry Technical Resources (CTR)
  - Coventry Regeneration (CR)

# Coventry Municipal Holdings Ltd – Financial Performance

## 2024/25 Performance

- Income and cost recovery of c£460k
- Additional costs in year compared to the previous year include costs of a Finance Apprentice and professional services
- Cash generated profit -£1k
- The other comprehensive income movement relates to the reduction in value for the investments held by CMH.

## Balance sheet

- Non- current assets (fixed assets) reflects the value of investment made by CMH in the subsidiaries which has reduced by £4.7m based on the cash generated profit in each company
- Other reserves reflects the movement on the investments held by CMH in the subsidiaries (£.4.7m) based on the independent valuation
- Negative retained earnings balance of £66k based on the losses in the current and previous year

# Coventry Municipal Holdings

## P&L 2024/25

|                                         | 2025        | 2024        |
|-----------------------------------------|-------------|-------------|
| Income                                  | 458,562     | 390,130     |
| Overheads                               | (459,902)   | (424,424)   |
| Operating profit/ (loss)                | (1,340)     | (34,294)    |
|                                         | -0.3%       | -8.8%       |
| Finance income                          | 96          | 0           |
| Net operating profit                    | (1,244)     | (34,294)    |
| Other comprehensive income              | (4,747,000) | (4,745,002) |
| Total comprehensive income for the year | (4,748,244) | (4,779,296) |

## Balance Sheet 2024/25

|                                     | 2025         | 2024         |
|-------------------------------------|--------------|--------------|
| Non Current Assets                  | 4,723,000    | 9,470,000    |
| Current Assets                      |              |              |
| Money owed to the company (Debtors) | 63,256       | 74,736       |
| Cash                                | 100,557      | 80,289       |
|                                     | 163,813      | 155,025      |
| Total Assets                        | 4,886,813    | 9,625,025    |
| Equity                              |              |              |
| Share capital                       | 20,198,503   | 20,198,503   |
| Other                               | (15,325,502) | (10,578,502) |
| Retained Earnings                   | (66,638)     | (65,394)     |
| Total Equity                        | 4,806,363    | 9,554,607    |
| Current Liabilities                 | 80,450       | 70,418       |
| Total Equity and Liabilities        | 4,886,813    | 9,625,025    |

## Coventry Technical Resources

**2024/25 Operational Performance**

- Meeting the resourcing needs of Coventry City Council:
  - Commercial Manager supporting the Children's Services
  - Commercial Programme Manager
  - Commercial Partnerships Lead
- The cost for this resource has been fully recovered from the Council in line with the Service Agreement.
- CTR provided short-term finance which has been re-paid in full plus interest in January 2025

**2024/25 Financial Performance**

- Income of £300k cost recovery from the Council
- Cash generated profit\* -£1k
- Net profit after interest £48k from the interest on the short-term commercial loan to TW
- A balance sheet restructure would be required to release the cash balance of £2.7m by way of a dividend

\* Operating Profit is Earnings before Interest, Tax, Depreciation and Amortisation

## Coventry Municipal Holdings

**P&L 2024/25**

|                                 | 2025           | 2024           |
|---------------------------------|----------------|----------------|
| Income                          | 300,355        | 361,802        |
| Overheads                       | (301,707)      | (362,841)      |
| <b>Operating profit/ (loss)</b> | <b>(1,352)</b> | <b>(1,039)</b> |
|                                 | -0.5%          | -0.3%          |
| Finance Income                  | 50,000         | 5,394          |
| <b>Net Operating profit</b>     | <b>48,648</b>  | <b>4,355</b>   |

**Balance Sheet 2024/25**

|                                     | 2025             | 2024             |
|-------------------------------------|------------------|------------------|
| <b>Current Assets</b>               |                  |                  |
| Money owed to the company (Debtors) | 616              | 87,042           |
| Cash                                | 2,840,039        | 2,715,586        |
| <b>Total Assets</b>                 | <b>2,840,655</b> | <b>2,802,628</b> |
| <b>Equity</b>                       |                  |                  |
| Share capital                       | 1,758,062        | 1,758,062        |
| Share Premium                       | 31,430,999       | 31,430,999       |
| Retained Earnings                   | (30,365,629)     | (30,414,277)     |
| <b>Total Equity</b>                 | <b>2,823,432</b> | <b>2,774,784</b> |
| <b>Current Liabilities</b>          | <b>17,223</b>    | <b>27,844</b>    |
| <b>Total Equity and Liabilities</b> | <b>2,840,655</b> | <b>2,802,628</b> |

2024/25 Operational Performance

- Dormant company holding tax value from the original construction of the Ricoh (now CBS) Arena
- The company refinanced the loan of £5k it had with the Council in December 2024 to CMH
- Small income stream on the back of the loan balance
- There is no other operating activity within CR
- Largest costs relate to audit fees
- All costs in year were funded by CMH

2024/25 Financial Performance

- Cash generated profit\* -£168

|                          | 2025     | 2024     |
|--------------------------|----------|----------|
| Other Operating Income   | 10,695   | 12,889   |
| Overheads                | (10,625) | (12,585) |
| Operating profit/ (loss) | 70       | 304      |
|                          | 0.7%     | 2.4%     |
| Net Finance costs        | (238)    | (247)    |
| Net Operating profit     | (168)    | 57       |

\* Operating Profit is Earnings before Interest, Tax, Depreciation and Amortisation

- CR will explore whether there is a need to continue with the ongoing audit of its accounts as this will reduce the cost burden to CMH
- CMH will continue to meet the costs of operation for CR

Balance sheet

|                                     | 2025         | 2024         |
|-------------------------------------|--------------|--------------|
| Current Assets                      |              |              |
| Money owed to the company (Debtors) | 4,461        | 17,064       |
| Cash                                | 5,156        | 5,239        |
| Total Assets                        | 9,617        | 22,303       |
| Equity                              |              |              |
| Share capital                       | 5            | 5            |
| Share Premium                       | 31,430,995   | 31,430,995   |
| Retained Earnings                   | (31,430,970) | (31,430,802) |
| Total Equity                        | 30           | 198          |
| Current Liabilities                 | 4,587        | 17,105       |
| Non Current Liabilities             | 5,000        | 5,000        |
| Total Equity and Liabilities        | 9,617        | 22,303       |

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank