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### Scrutiny Co-ordination Committee

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**Time and Date**

2.00 pm on Thursday, 20 November, 2025

**Place**

Diamond Rooms 1 and 2 - Council House

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**Public Business****1. Apologies and Substitutions****2. Declarations of Interest****3. Minutes**

(a) To agree the minutes of the previous meeting held on 30 October, 2025 (Pages 3 - 12)

(b) Matters Arising

**4. Update on City Centre Public Spaces Protection Order (PSPO) (Pages 13 - 18)**

Briefing Note of the Director of Law and Governance

**5. Benefit Take Up and Financial Support (Pages 19 - 22)**

Briefing Note of the Director of Finance and Resources

**6. Change (Transformation) Programme Update (Pages 23 - 48)**

Briefing Note of the Director of Planning and Performance

**7. Scrutiny Co-ordination Committee Work Programme and Outstanding Issues 2025/2026 (Pages 49 - 54)**

Report of the Director of Law and Governance

**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**

**Nil**

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Julie Newman, Director of Law and Governance, Council House, Coventry

Wednesday, 12 November 2025

Note: The person to contact about the agenda and documents for this meeting is Suzanne Bennett, Governance Services - Telephone: 024 7697 2299 E-mail: [suzanne.bennett@coventry.gov.uk](mailto:suzanne.bennett@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, R Brown, G Duggins, P Hetherton, AS Khan, M Mutton, EM Reeves

### **Public Access**

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**Suzanne Bennett, Governance Services - Telephone: 024 7697 2299**  
**E-mail: [suzanne.bennett@coventry.gov.uk](mailto:suzanne.bennett@coventry.gov.uk)**

**Coventry City Council**  
**Minutes of the Meeting of Scrutiny Co-ordination Committee**  
**held at 2.00 pm on Thursday, 30 October 2025**

Present:

Members:

- Councillor G Lloyd (Chair)
- Councillor J McNicholas (Deputy Chair)
- Councillor L Kelly
- Councillor R Lakha (Substitute for Councillor M Ali)
- Councillor J Lepoidevin
- Councillor M Mutton (Substitute for Councillor A Jobbar)
- Councillor G Ridley
- Councillor R Singh

By Invitation:

- Councillor G Duggins
- Councillor J O'Boyle

Employees (by Service Area):

Chief Executive	J Nugent (Chief Executive)
Finance and Resources	B Hastie (Director of Finance and Resources), M Phillips
Law and Governance	G Holmes, L Knight
Regeneration and Economy	T Fawcett, R Palmer, P Singh, S Weir

Others Present:

- C McAneny (Interim Head of Coventry Strategic Energy Partnership)
- R Moon (Director of UKBIC)

Apologies:

- Councillors M Ali, A Jobber

## **Public Business**

### **25. Declarations of Interest**

Councillor L Kelly declared an other interest in the matter referred to in Minute 29 below, headed Strategic Energy Partnership Progress 2025/26. She remained in the meeting but took no part in the consideration of this matter.

### **26. Exclusion of Press and Public**

**RESOLVED** that the press and public be excluded under Sections 100(A)(4) of the Local Government Act 1972 for the consideration of the following private reports on the grounds that the reports involve the likely disclosure of information defined in Paragraphs of Schedule 12A of the Act as indicated, and that in all circumstances of the cases, the public interest in

**maintaining the exemption outweighs the public interests in disclosing the information:**

<b>Minute Number</b>	<b>Report Title</b>	<b>Paragraph(s) of Section 12A of the Act</b>
<b>34</b>	<b>UKBIC Annual Performance Report 2024/25</b>	<b>3</b>
<b>35</b>	<b>Coventry Municipal Holdings Limited Annual Performance Report year ended 31<sup>st</sup> March 2025</b>	<b>3</b>

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

The Scrutiny Co-ordination Committee received a report of the Chief Executive, which provided an update on the outcome of deep dive investigations into the One Coventry Plan.

Following consideration of a report presented to the Committee on 26<sup>th</sup> August 2025 (Minutes 15/25 refers), the Committee agreed to undertake a deep dive investigation into the performance reported against the key performance indicators (KPIs) in the One Coventry Plan.

Five sessions were held in which members of the Committee questioned in detail the Cabinet Members and officers responsible for those areas where performance had not met targets. The details of the deep dive sessions, including the KPIs discussed and recommendations on specific KPIs were set out in Appendix 1 of the report submitted. These included recommendations for relevant Scrutiny Body's in respect of the following areas:

- Hot-Streets Analysis
- Young Justice
- Child Poverty Systemic Approach
- Consider the number of jobs created by sector
- Collection agency performance data on third-party collection agencies, including their success rates
- Ensuring that each Scrutiny Board reviews performance on the relevant KPIs on an annual basis as part of the One Coventry Plan review process:

The deep dive had identified recommendations for the Cabinet and the Committee noted that the report would be considered by the Cabinet at its meeting scheduled for 4<sup>th</sup> November 2025.

**RESOLVED that, the Scrutiny Co-ordination Committee:**

- 1. Approve the proposed recommendations to Cabinet as detailed within the report.**

2. **Request that the appropriate Scrutiny Body undertakes the work detailed within Appendix 1, Section 17.**
3. **Ensure that each Scrutiny Body reviews performance on the Key Performance Indicators related to their remit on an annual basis as part of the One Coventry Plan review process.**

28. **Scrutiny Co-ordination Committee Work Programme and Outstanding 2025/2026**

The Scrutiny Co-ordination Committee considered a report of the Director of Law and Governance that provided information regarding the Committee's Work Programme and Outstanding Issues for 2025/26. The Committee noted changes to the Work Programme in relation to the report back on the outcome of the deep dive of underperforming indicators within the One Coventry Plan.

**RESOLVED that Scrutiny Co-ordination Committee notes the Work Programme attached as an appendix to the report.**

29. **Strategic Energy Partnership Progress 2025/26**

The Scrutiny Co-ordination Committee considered a report of the Director of Regeneration and Economy and received a presentation, which provided an update on performance of the Strategic Energy Partnership (SEP) against the Strategic Business Plan for 2024-2029 and the Annual Business Plan for 2024/2045, which had both been approved by the Coventry Shareholder Committee at its meeting on 23<sup>rd</sup> April 2024.

The Committee noted that the report would be considered by the Coventry Shareholder Committee at its meeting scheduled for 4<sup>th</sup> November 2025.

The 15-year SEP 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 would help support the development of ground-breaking projects, with potential funding from E.ON as well as other sources.

The Committee noted that the Annual Business Plan 2024/25 was the SEP's first business plan and had delivered a huge amount of activity, laying the foundation for significant impacts in future years. This had included the 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 partnership, 11 projects entered contract, with 22 in development, including a pipeline of innovation projects and £1.3m in social value delivery being committed.

A pipeline of innovation programmes had been developed and projects were underway which support the most vulnerable. This included a battery storage and time of use tariff pilot which supported some of the most vulnerable people in Coventry to reduce their bills, and drone energy efficiency survey pilot for 4,000

properties in Hillfields to help identify residents eligible for grant funding to improve energy efficiency.

The report indicated that investment in the SEP from inception in September 2023 to March 2025 was £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, the Council's 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.

Members of the Committee asked questions and received answers from officers in respect of the following:

- The planning application for Lenton's Lane Solar Farm has been amended to address some of the residents' concerns with the initial application and is expected to be considered by Planning Committee this calendar year.
- The solar farm will provide an increased income through rental of the land. Any profits will be shared with E.ON, but the levels are not known at the moment.
- The SEP is working in partnership with social housing providers and private developers to look at energy efficiency.
- That all of the children that had been part of the programmes were from Coventry and a menu of programmes would be offered to schools.
- That the Council can and are working with other energy providers, the partnership with E.ON does not preclude that.
- Each project has to demonstrate value for money and social impact as part of the gateway process to progress.

**RESOLVED that, the Scrutiny Co-ordination Committee note the report and support the recommendations to the Coventry Shareholder Committee.**

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

The Scrutiny Co-ordination Committee considered a report of the Director of Finance and Resources, which outlined the half year performance of the Coventry and Warwickshire Growth Hub for the 2025/26 financial year.

The Committee noted that the report would be considered by the Coventry Shareholder Committee at its meeting scheduled for 4<sup>th</sup> November 2025.

The report indicated that the Coventry and Warwickshire Growth Hub (CWGH) was established in 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 Coventry Shareholder Committee on 26<sup>th</sup> March 2025. The half-year report outlined the performance based on the Business Plan during the financial year 2025/26, detailing income and operating costs for the 'core' Growth Hub. There were limited risks with the company balance sheet and CWGH have sufficient resources to meet liabilities as they fall due. The Council is not responsible for meeting liabilities in its role as a 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.

Overall, 188 referrals out of a target of 325 had been made (58%, with the CWGH well placed to meet the target for referrals by the end of the financial year. Nearly all of the programmes were close to or over 50% of the target. Further information on progress was set out in Appendix 1 of the report. During the second half of the current financial year, a targeted marketing campaign would focus on the Business Energy Advice Service Programme to generate additional referrals.

The Committee were advised that, whilst there is no intention or indication that the CWGH is to close, the CWGH holds sufficient resources in reserves to ensure that, were a closure required, there would be no financial liability upon the Council as shareholder.

Members of the Committee asked questions and received answers from officers on the following:

- The unique position of CWGH as the only source of free region-wide advice available to all businesses.
- That the performance figures were a fair reflection of the 6-monthly position and a proactive campaign would be undertaken to target those areas that were underperforming.
- That the service was open to all of the approximately 10,000 businesses, including SMEs, in Coventry and the service is marketed through business rates and licensing to promote the service.
- That the CWGH was a separate business and needs to generate income from referrals.
- That the CWGH works closely with the Chamber but provides different services.
- That the CWGH was in an excellent position to be able to gather information about the impact of the JLR cyber-attack on the supply chain businesses in the area.

**RESOLVED that, the Scrutiny Co-ordination Committee note the report and support the recommendations to the Coventry Shareholder Committee.**

### 31. **UKBIC Annual Performance Report 2024/25**

The Scrutiny Co-ordination Committee considered a report of the Director of Finance and Resources, which set out the performance of UKBIC for the 2024/25 financial year.

A corresponding private report detailing confidential financial matters was also submitted for consideration (Minute 34 below referred).

The Committee noted that the report would be considered by the Coventry Shareholder Committee at its meeting scheduled for 4<sup>th</sup> November 2025.

The report indicated that 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 and Innovation) and £18m from the West Midlands Combined Authority (WMCA). The facility is operated by UKBIC Ltd which is owned by Coventry City Council. The Council is also the accountable body for the grant funding used to establish the facility.

It was noted that the Council does not provide any ongoing funding for UKBIC but did provide a one-off short term loan of £500k in 2021, which is being repaid in line with expectations and is due to be fully repaid by 2027.

The principle activity of the company is to provide focussed capabilities to enable industry, via open access, to scale up and commercialise advanced battery technologies central to the development and manufacture of batteries.

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. 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. 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.

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 the Council. 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.

The first customers would 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.

In addition, UKBIC offers 5 training courses designed for people working in the battery sector, including:

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

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

Members of the Committee asked questions and received answers from officers on the following:

- That there is no on-going funding for UKBIC from the Council and that the loan is being repaid.
- UKBIC has had significant grant income but will need commercial income from customers to continue to operate.
- That work is being done by UKBIC on disposal of batteries, including recycling and re-purposing car batteries for other uses.
- That there is a dedicated business development team to sell the facility to battery companies.

**RESOLVED that, the Scrutiny Co-ordination Committee note the report and support the recommendations to the Coventry Shareholder Committee.**

**32. Coventry Municipal Holdings Ltd Annual Performance Report year ended 31st March 2025**

The Scrutiny Co-ordination Committee considered a report of the Director of Finances and Resources, which set out performance against the business plan for the 12 month period from April 2024 to March 2024 for Coventry Municipal Holdings (CMH) and its subsidiaries, which include the following entities:

- Coombe Abbey Park Limited, including
  - No Ordinary Hospitality Management Limited (NOHM)
  - Coombe Abbey Park (LACo) Ltd (CAP LACo)
- Tom White Waste Ltd (TWW), including
  - A&M Metals and Wast Ltd (A&M)
  - Tom White Waste (LACo) Ltd (TWW LACo)
- Coventry Regeneration Ltd (CR)
- Coventry Technical Resources Ltd (CTR)
- No Ordinary Hotels Ltd (NOH)

A corresponding private report detailing confidential financial matters was also submitted for consideration (Minute 35 below referred).

The Committee noted that the report would be considered by the Coventry Shareholder Committee at its meeting scheduled for 4<sup>th</sup> November 2025.

Coventry Municipal Holdings Limited 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 Limited and Tom White Waste Limited, along with other smaller subsidiaries.

The Group Governance Agreement 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 for the group to the Coventry Shareholder Committee each year.

Appendix 1 sets out the position in the Annual Performance Report. In summary, in respect of Coombe Abbey Park Ltd, 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 25th September 2025 and have been subsequently filed at Companies House.

With regard to Tom White Waste Limited, 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.

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.

Members of the Committee asked questions and received answers from officers on the following:

- Clarification on accounting technicalities
- The trading positions of Tom White Waste and Coombe Abbey Park
- Clarification on circumstances behind the VAT liability
- Return on investment at St Mary's Guildhall
- The additional value provided by purchasing Coombe, including the extended offer to visitors to the park and increased income from parking fees.
- Recognition of the pressures within the hospitality industry and the slower growth anticipated as a result.

In considering the report, the Committee requested that the summary available from Companies House is available within future reports.

**RESOLVED that, the Scrutiny Co-ordination Committee note the report and support the recommendations to the Coventry Shareholder Committee.**

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

There were no other items of public business.

**34. UKBIC Annual Performance Report 2024/25**

Further to Minute 31 above, the Scrutiny Co-ordination Committee considered a private report of the Director of Finance and Resources, which set out the commercially confidential matters relating to the performance of UKBIC for the 2024/25 financial year.

The Committee noted that the report would be considered by the Coventry Shareholder Committee at its meeting scheduled for 4th November 2025.

**RESOLVED that, the Scrutiny Co-ordination Committee note the report and support the recommendations to the Coventry Shareholder Committee.**

**35. Coventry Municipal Holdings Ltd Annual Performance Report year ended 31st March 2025**

Further to Minute 32 above, the Scrutiny Co-ordination Committee considered a private report of the Director of Finance and Resources, which set out the

commercially confidential matters relating to the performance against the business plan for the 12 month period from April 2024 to March 2024 for Coventry Municipal Holdings (CMH) and its subsidiaries, which include the following entities:

- Coombe Abbey Park Limited, including
  - No Ordinary Hospitality Management Limited (NOHM)
  - Coombe Abbey Park (LACo) Ltd (CAP LACo)
- Tom White Waste Ltd (TWW), including
  - A&M Metals and Wast 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 Committee noted that the report would be considered by the Coventry Shareholder Committee at its meeting scheduled for 4th November 2025.

**RESOLVED that, the Scrutiny Co-ordination Committee note the report and support the recommendations to the Coventry Shareholder Committee.**

36. **Any Other Private Business**

There were no other items of private business.

(Meeting closed at 3.45 pm)

## Briefing Note

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**To: Scrutiny Co-ordination Committee**

**Date: 20 November 20205**

**Subject: Update on City Centre Public Spaces Protection Order (PSPO)**

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### **1 Purpose of the Note**

- 1.1 To provide a progress report on the action taken in relation to the City Centre Public Spaces Protection Order (PSPO) further to the Order being amended on the 21st November 2023 to include restrictions to e-bikes and e-scooters in the city centre.

### **2 Recommendations**

- 2.1 Scrutiny Co-ordination Committee is recommended to:
  - 1) Consider the briefing note and appendix
  - 2) Identify any further recommendations to the appropriate Cabinet Member or partners organisations.

### **3 Information and Background**

- 3.1 Cabinet approved the renewal of the City Centre PSPO on 13<sup>th</sup> June 2023. Cabinet also approved the submission of a progress report to the Scrutiny Co-ordination Committee to allow them to monitor the impact of the Order.
- 3.2 At their meeting on 7<sup>th</sup> November 2023 Cabinet considered a report on the amendment of the City Centre PSPO which included the requirement for e-bikes and e-scooter riders to dismount when entering the designated area in the city centre.
- 3.3 At that meeting, Cabinet noted Scrutiny Coordination Committee's concerns regarding enforcement of the amendments to the PSPO in terms of police capacity and priority within the city centre.
- 3.4 A briefing note was provided to Scrutiny Coordination Committee in August 2024 outlining the actions taken to engage and educate e-bike and e-scooter riders as well as the general public about the order and to ensure it could be adequately managed and enforced.
- 3.5 Actions proposed, and implemented included an education campaign, signage, training for officers, joint patrols and larger multi agency operations to bring in regional resources as needed.

## **4 Progress Update – Enforcement**

- 4.1 Members expressed concerns regarding the availability of sufficient officers within the city centre to adequately manage the PSPO. This was applicable to both council enforcement officers as well as questioning whether the Police would be able to dedicate officers to managing the PSPO if demand was high elsewhere.
- 4.2 A new role of Community Warden has been created as part of the Community Safety Team restructure. There is currently one Community Warden post filled, and we will shortly be appointing another. The Community Warden role appointed to is predominantly city centre based, and the shift pattern provides much needed availability at weekends and early evening. Their primary duties are to provide a reassuring presence by engaging, educating and enforcing all aspects of the PSPO's that are live in the city centre.
- 4.3 Police now have a dedicated officer that acts as a point of contact for partners and helps to coordinate ongoing joint patrols and operations at a local level.
- 4.4 We have established a City Centre Case management meeting where problematic individuals and issues are discussed in more detail and it also enables greater joint working between partners.
- 4.5 We have held many joint operations in the city centre with the Police, that has included local agencies as well as regional and national resources. This has included West Midlands Police force wide resources including traffic support, pursuit riders, drones and similar.
- 4.6 We look to engage with community groups and similar wherever possible. We are in regular contact with The Disability Equality Action Partnership (DEAP) and attend meetings as appropriate.
- 4.7 Elected members have been invited and have attended/observed some of the multi-agency operations that have taken place in the city centre. Should any member wish to attend specific operations or similar we will always look to accommodate them.
- 4.8 We have been engaging with the Council's Migration Team and key third sector partners to reach out to the asylum-seeking population of the city to warn them about the dangers of being exploited by working illegally for food delivery firms.
- 4.9 Alongside the Business Improvement District (BID) we seek feedback from businesses and stakeholders in the city centre with regards to their opinions on matters affecting them and their customers
- 4.10 We continue to monitor signage around the City Centre, renewing signs as needed should they become damaged or defaced. It should be noted that we have not had a single case where a Fixed Penalty Notice has been appealed on the basis that the rider was unaware or hadn't seen any signage.

## **5 Results**

- 5.1 Detailed results can be found in Appendix 1 to this report.
- 5.2 We have issued 25 Fixed Penalty Notices to e-bike and e-scooter riders in the three months between August-October 2025. The practical difficulties with officers on foot compelling riders on bikes to stop are considerable, but equally were officers to be on bikes also any pursuit would also potentially pose increased risks to pedestrians, so it felt our current approach is the most appropriate.

- 5.3 It should be noted that current methods of recording enforcement interactions has improved because of a Home Office initiative targeting city centres over the summer. It is our intention to carry on with this recording process as we can recognise the improvements it brings in better expressing the current situation in the city centre.
- 5.4 In addition to the PSPO powers, policing partners have seized 35 illegal e-bikes between August-October 2025 as the e-bikes have been modified to increase their speed, which then means they are a motor vehicle and require appropriate insurance. This emphasises the importance of getting regional support and a multi-agency approach to dealing with the issues we see in the city.
- 5.5 Overall, it is felt that we are seeing an improved picture with regards to how we are addressing the issue of e-bikes and e-scooters in the city centre through effective engagement, education and enforcement.
- 5.6 We must be pragmatic and also recognise that pedal cycles are permitted in the restricted areas. Whilst we can act against pedal cycles riding in a reckless manner, the practicalities of getting them to stop is still an issue. Equally some people cannot tell the difference between pedal and electric cycles and as such some reports of "E-bikes" in the restricted areas may in fact be pedal cycles, which are permitted.

## **6 Next Steps**

- 6.1 The following next steps that will be taken to improve the compliance of the City Centre PSPO as follows:
  - a) We will continue to use action days with our partners in West Midlands Police and the Business Improvement District (BID). This will also include partners from Immigration Services to check the work status of riders wherever possible.
  - b) Community Wardens will link in with Council and partner agencies to concentrate on PSPO enforcement in the city centre

## **7 Health Inequalities Impact**

- 7.1 A full Health Inequalities Impact assessment was completed as part of the implementation of the City Centre PSPO.

## **8 Community Engagement**

- 8.1 As a result of the restructure of the Community Safety Team we have appointed a communities lead who will play a key role in developing our approach to promoting safety and engagement throughout the city. This will seek to align with policing colleagues as well as build on the ongoing dialogue that we already have in place which includes Disability and Equalities Action Panel, faith partnership meeting and Police briefings to Councillors.

<b>Name of Author</b>	Liam Nagle
<b>Job Title</b>	Community Safety Officer
<b>Organisation</b>	Community Safety Team CCC
<b>Contact details</b>	Liam.Nagle@coventry.gov.uk

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Appendix 1

**PSPO Enforcement – Aug-Oct 2025**

FPN – Fixed Penalty Notice

Month	FPN – E-bike/E-scooter	FPN – Busking/Amplification	FPN – Subscription collectors	FPN – Peddling/ Street Trading	Other PSPO enforcement
Aug 25	8	14	5	6	57
Sept 25	9	2	9	0	81
Oct 25	8	1	0	1	26
Totals	25	17	14	7	164

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**To:** Scrutiny Co-ordination Committee

**Date:** 20 November 2025

**Subject:** Benefit Take Up and Financial Support

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### 1 Purpose of the Note

- 1.1 This Briefing Note sets out the activities undertaken by the Council to maximise the take up of financial support for Coventry residents.

### 2 Recommendations

- 2.1 Scrutiny Coordination Committee is recommended to:

- Note the actions taken to promote benefit take up;
- Forward any additional recommendations to the Cabinet Member Strategic Finance and Resources.

### 3 Background and Information

- 3.1 The Council is directly responsible for the provision of various forms of financial assistance to residents. This includes:
- Council tax support – means tested support which can reduce council tax payments for working age people by 80 per cent and by 100 per cent for people of pension age;
  - Discretionary Housing Payments – a Government scheme administered and partly funded by the Council. The scheme provides financial assistance to support low income households with the cost of housing;
  - Housing benefit – a means tested statutory benefit for people of pension age and for people of working age who reside in the temporary or supported accommodation;
  - Household Support Fund – a Government funded scheme to provide emergency financial support to assist with the costs of utilities, essential household goods and food;
  - Community Support Grants – a Council funded programme of assistance to support people with the cost of goods to assist them in setting up a new home;
  - Administration of Free school meals.

- 3.2 In addition to the direct provision of financial assistance, the Council provides advice, signposting and various resources to support benefit take up and income maximisation.
- 3.3 Council officers are active members of various multi agency anti poverty forums including the Poverty Alliance and the Coventry Inclusion Forum.
- 3.4 In response to the COVID pandemic and the subsequent cost of living crisis, the Council worked collaboratively with third sector partners to establish a single, central online resource for people looking for financial and wellbeing support.

<https://www.coventry.gov.uk/homepage/1880/cost-of-living-and-wellbeing-support---support-by-resources>

- 3.5 The resource covers a range of themes ranging from benefits take up to help with utility bills, from specialist money advice signposting to credit unions and, clothing and employment.
- 3.6 The Council's website also includes an intuitive and interactive benefits calculator which allows residents to identify the type of support to which they may be entitled based on their circumstances.
- 3.7 In addition to online resources, the Council employs two Welfare Benefits Advisors who undertake reactive and proactive income maximisation work with customers.

#### **4 Council tax support**

- 4.1 Nearly 24,000 Coventry households benefit from council tax support at a cost to the Council of £28 million annually.
- 4.2 Despite this, council tax support is recognised to be one of the most underclaimed benefits. There are a number of reasons for this. Often people aren't aware that they can get help with their council tax payments. However, the nature of the benefit is such that many people don't prioritise claiming. Unlike support for rent payments or general living costs, residents tend not to notice any obvious practical consequences if they don't make council tax payments. People in this circumstance often have a range of debts and council tax liability is not a priority for them.
- 4.3 Equally, there are no doubt many households paying more council tax than they need to because they haven't claimed the support that would reduce their council tax bills.
- 4.4 Underclaiming of council tax support has become an increasing problem with the migration of housing benefit to Universal Credit for people of working age. People will claim Universal Credit but neglect to, or fail to realise they can, claim council tax support.
- 4.5 To help address this, the Council has established a proactive approach to awarding council tax support – using the minimum possible level of information in order to actively make an award of council tax support even where the customer has not made a formal application. This approach includes using information provided by the Department for Work and Pensions rather than asking customers to complete an application form.
- 4.6 The Council uses a number of methods to publicise council tax support, including articles in *Your Coventry* and literature with annual council tax bills.

- 4.7 The Council's debt recovery team work closely with colleagues in our benefits teams to identify and refer debtors who may have an entitlement to council tax support.
- 4.8 It should be noted that council tax support represents a cost to the Council – currently £28 million annually. Increasing the take up of the benefit would ultimately increase cost to the Council by way of reduced council tax receipts. However, it is recognised that channelling support to those that need it most, has wider social benefits for the city and potentially reduces the risk of more costly interventions for those households in the future.

## **5 Wider Income Maximisation**

- 5.1 The Council uses software to profile Coventry's most financially vulnerable residents and proactively target take up and support. The Low Income Family Tracker (LIFT) product assists the Council as we work with third sector partners to identify residents who may not be receiving all of the support to which they're entitled.
- 5.2 Through the LIFT programme, the Council and partners have been able to:
- Proactively award Free School Meals through an opt-out campaign, awarding to households who had otherwise not actively claimed themselves.
    - In 2024/25, this resulted in Free School Meals awards to an additional 752 children and an additional £0.975 million pupil premium for Coventry schools.
    - In 2025/26, an additional 478 children have been awarded Free School Meals and additional pupil premium income of £0.64 million.
  - Identify retrospective eligibility for Severe Disability Premium for 25 households, resulting in additional housing benefit and council tax support entitlement of £93,000 for those households.
  - Promote Pension Credit take up with an additional 79 customers now in receipt of Pension Credit as a result. Whilst the Council does not administer pension credit, we work with our communications team to promote the take up of a range of benefits and have recently run a publicity campaign during the national Pension Credit Week of Action. As part of this campaign, in addition to people of pension age, the Council also targeted communication at younger generations who may know or support someone of pension age.
  - Partner with Central England Law Centre to get specialist support for people who are subject to the national benefit cap.
  - Raise awareness of the Holiday Activities and Food programme by including information about this on Free School Meals letters.
  - Raise awareness of the Healthy Start Programme by text messaging 16,000 households in receipt of Housing Benefit or Council Tax Support.
- 5.3 As part of the wider digital agenda, work is currently ongoing to look at opportunities to join up financial support streams across the Council so that customers aren't asked to claim multiple times. This workstream will look at how we can create single points of access for customers to access a range of different types of support.
- 5.4 It will also look at how we use data across the organisation to better identify and proactively channel support to the right people.

## **6 Health Equalities Impact**

- 6.1 Promoting the take up of benefits and income maximisation are important in improving health outcomes and reducing health inequalities. Ensuring households have sufficient income to meet their needs will encourage happier and healthier households.

Barrie Strain  
Head of Revenues and Benefits

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**To: Scrutiny Co-ordination Committee**

**Date: 20 November 2025**

**Subject: Change (Transformation) Programme Update**

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### **1 Purpose of the Note**

- 1.1 This Briefing Note provides an update on the One Council Change Plan for 2025/26, summarising progress since the last Transformation Programme report to the Scrutiny Co-ordination Committee in November 2024.

### **2 Recommendations**

- 2.1 Scrutiny Co-ordination Committee is requested to:
- 1) Note the overview of the One Council Change Plan 2025/26, including expected benefits, programme details, key priorities, and progress to date.
  - 2) Provide feedback to inform the ongoing development of the Plan.

### **3 Information and Background**

- 3.1 The 2024/25 Transformation Plan (Appendix A) comprised seven programmes and 23 projects. Eleven projects have been completed or transitioned to business as usual, while twelve continue under the 2025/26 Change Plan. The 2024/25 plan delivered £4.65 million in savings and resulted in:
- Faster service response times through automation in Council Tax billing.
  - Improved customer satisfaction, with a 28% reduction in formal complaints following the creation of a centralised service in January 2024.
  - Increased community engagement, such as higher attendance at Rhymetime sessions after relocating Holbrooks Library to the Dementia Partnership Hub
- 3.2 The 2025/26 Change Plan was developed with input from the Leadership Team and Senior Leadership Network, emphasising organisational resilience, staff engagement, and a strong, inclusive culture. The plan identifies eleven priority areas, grouped into four categories:
- **Service Redesign:** Customer-focused improvements across teams and departments.

- **Transformational Change:** Fundamental changes to systems, services, and processes.
- **Continuous Improvement:** Ongoing enhancements to ways of working and organisational structure.
- **Enablers:** Core tools and systems supporting change.

3.3 Programme leadership is distributed, with Directors leading specific programmes to foster shared ownership.

#### 4 A summary of the programmes

4.1 There is a point of contact listed for each programme of work, from across the Council. These colleagues and their teams are leading on these programmes to help the Council respond to current and future challenges.

4.2 Service Redesign

Programme	Point of contact	Aim
Resident at the heart of services	Adrienne Bellingeri	Join up our services to create a single and clear view of our residents' needs
Children and families-centred approach	Sukriti Sen	Make the most of the opportunity of national reforms impacting the delivery of Children's Services to ensure that services are delivered as efficiently and effectively as possible
Commercial culture	Richard Moon	Create a consistent approach to commercial activities and create an organisational ability to drive down cost, obtain value for money, and develop creative commercial solutions
Key city wide operations – pride in city	Davina Blackburn	Strengthen city wide operational activity across the Council with a more joined-up approach focused on tackling anti-social behaviour and addressing long-term causes

4.3 Transformational Change

Programme	Point of contact	Aim
Artificial Intelligence (AI)	Paul Ward	Make full use of the emerging opportunities of Artificial Intelligence, to influence organisational change and deliver improved outcomes



#### 4.4 Continuous Improvement

<b>Programme</b>	<b>Point of contact</b>	<b>Aim</b>
Care, Health and Housing	Pete Fahy	Create a consistent and transparent structure and approach which meets our statutory duties, responds to increasing demand and enables people to access the right help, at the right time, in the right place
Regeneration	Andy Williams	Create a clear vision for regeneration that contributes to the Council's wider objectives
City Services	Mark Adams	Improve cross-team coordination and delivery in City Services, as a key frontline area, for residents and communities

#### 4.5 Enablers

<b>Programme</b>	<b>Point of contact</b>	<b>Aim</b>
Organisational Design and Capability	Sue Chilton	Ensure that our structure, skillset and representation are fit-for-purpose to deliver services to our residents and communities in the future
Performance and Data Driven	Sunairah Miraj	Make better use of the information and data we hold to influence service delivery, priority setting and to hold ourselves to account
Simplified, streamlined and technology enabled processes	Clare Boden-Hatton	Implement efficient processes which reduce manual activity, maximise automation and enable organisational consistency

### 5 Key Deliverables and Impact of Change

- 5.1 The Council is focusing on these key areas where we believe there is the greatest opportunity for impactful change or where change is necessary through reform. Information on the key deliverables can be found in Appendix B.

### 6 Overseeing and supporting delivery of change

- 6.1 A streamlined Change Board, chaired by the Chief Executive, meets weekly to oversee progress, strengthen accountability, and address issues. The Board monitors financial savings and overall delivery, supporting Council-wide savings targets. Regular updates are provided to the Leadership Board, and an internal

communications plan ensures staff and residents are informed of changes and impacts.

## **7 Health Inequalities Impact**

- 7.1 Diversity and Inclusion is a Council priority and is a key focus throughout all transformation engagement design and delivery.
- 7.2 Individual programmes undertake Equality Impact Assessments (EIA) to understand any diversity and inclusion impacts as required.

## **8 Next steps**

- 8.1 The current Change Plan mainly focuses on 2025/26 and will continue to be updated to ensure delivery alignment with the medium-term financial strategy position. In addition, the weekly Change Board meetings will continue to provide clear oversight on programme delivery as work continues to realise both financial efficiencies and service improvements, to deliver benefits for both employees and residents.
- 8.2 We will continue to build on learning to date, and work collaboratively through our One Coventry approach, to deliver services differently for residents.
- 8.3 Equipped with new skills, greater insights, and a joined-up view of residents, we will continue to build a happier, healthier, and more vibrant Coventry – and Council – together.

## **Appendices**

Appendix A – Transformation Plan 2024/25 Update

Appendix B – 2025/26 Change Plan Key Deliverables

Clare Boden-Hatton  
Director of Planning and Performance  
Coventry City Council  
[Clare.Boden-Hatton@coventry.gov.uk](mailto:Clare.Boden-Hatton@coventry.gov.uk)  
024 7527 8638



# Scrutiny Co-ordination Committee

## Change (Transformation) Programme Update

### Appendix A – Transformation Plan 2024/25 Update

### Appendix B – 2025/26 Change Plan Key Deliverables

20 November 2025

[coventry.gov.uk](https://coventry.gov.uk)

# 2024/25 Transformation Plan

Update on progress and deliverables



# 2024/25 Transformation Plan – Programme 1

	Update	Status 25/26
<b>Coventry Connects</b>	<ul style="list-style-type: none"><li>• Replacement of customer contact (telephony system) completed in April 2024</li><li>• Revenues and Benefits processing automation completed in July 2024 and have significantly improved service response times.</li><li>• The redesign of our corporate complaints process was completed and a centralised team created in January 2024 delivering an increase in complaints being resolved informally and more speedily for residents</li><li>• Microsoft Co-Pilot has been fully rolled out across the organisation to reduce the time taken on routine administrative tasks.</li></ul>	Work is continuing through <b>AI Programme</b> which includes making fuller use of the emerging opportunities of Artificial Intelligence, to speed up routine processing, free up professionals from administration, both with the aim of improved outcomes for residents.
<b>24/25 Savings Target: £1m</b>		

# 2024/25 Transformation Plan – Programme 2

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	Update	Status 25/26
<b>Developing and providing a Coventry Advice Service</b>	<p>Coventry Advice Service Grants commenced in October 2024 and are in place until 30 September 2026.</p> <p>Coventry Advice Service Grant providers provide face to face service provision and improved their digital offer.</p>	<p>Work is continuing through <b>AI Programme</b> to automate and streamline processes for discretionary awards to improve response times</p> <p><b>Resident Programme</b> and <b>Performance Programme</b> to join up data to create a single and clear view of our residents' needs</p>
<b>24/25 Savings Target: £400k</b>		

# 2024/25 Transformation Plan – Programme 3

	Update	Status 25/26
<b>Delivering One Coventry Hubs (One Coventry Services)</b>	<p>Phase 1 proposals for co-locating service delivery were approved by Cabinet in April 2025.</p> <ul style="list-style-type: none"><li>• Holbrooks Library relocated to the Dementia Hub in September 2025</li><li>• Bell Green Library and Adult Education service will relocate to Park Edge Family Hub in December 2025</li><li>• Coundon Library will relocate to Coundon Family Centre in December 2025</li><li>• Adult social care teams relocated from Dover St to other Adult social care centres in September 2025</li></ul>	Work is continuing through <b>Resident Programme</b> to develop a Council wide delivery model for resident services which will include in place delivery.
<b>24/25 Savings Target: £900k</b>	<ul style="list-style-type: none"><li>• Benefits realisation will continue to be monitored and will feed into any future changes.</li></ul>	



# 2024/25 Transformation Plan – Programme 4

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## Increasing early intervention to reduce demand on services

**24/25 Savings Target:**  
£4.875m

### Update

#### **Children and Young People – Children’s Placement Review and Floating Emergency Fostering Provision**

The Coventry Family Valued Programme was established and to take a strengths-based approach to reviewing children’s needs and placements.

#### **Adults**

Over 2024/25 the integrated teams between health and social care that were implemented through our Improving Lives programme, have developed and are making a difference to our success in supporting people to live at home following a hospital stay.

Adult social care teams continue to ensure that personal budgets which is for the funding for individuals to meet eligible care and support needs is focussed utilising a wide range of support available within the city.

### Status 25/26

Work is continuing through the **Children and Family Centred Approach Programme**.

Integrated teams have now become part of our BAU model.





# 2024/25 Transformation Plan – Programme 5

	Update	Status 2025/26
<b>Thinking smarter about service delivery</b>	<p><b>Temporary Accommodation</b> - The Council is continuing to increase its portfolio of temporary accommodation.</p> <p>Following the review of <b>SEND Transport</b> our internal fleet capacity increased reducing reliance on the use of taxis. A new framework implemented, increasing number of providers with robust contract management arrangements in place</p>	<p>Work continues on temporary accommodation and forms part of the <b>Care Health and Housing Programme</b>.</p>
<b>24/25 Savings Target: £1.777m</b>	<p><b>Increase number of Council owned Children's Homes</b> – Feasibility work was undertaken to develop the business case.</p> <p><b>Commercialise unused foster placement capacity</b> – feasibility work undertaken.</p> <p><b>Identify and deliver contract efficiencies</b> A review of commissioned contracts was undertaken, a new Contract Board established.</p>	<p>The SEND transport review implementation is within the new <b>Children and Family Centred Approach Programme</b>.</p> <p>Work on contract efficiency now forms part of the <b>Commercial Programme</b></p>

# 2024/25 Transformation Plan – Programme 6

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## One Coventry partnership delivery

24/25 Savings Target:  
£2.677

### Update

**Maximising partner support** (One Coventry partners, West Midlands Combined Authority) – the Council has sought to maximise contributions from partners towards statutory delivery and through existing partnerships incl. Children’s Placement Healthcare Funding and Coventry Safeguarding Children Partnership.

Opportunities were explored to seek sponsorship from partners/local businesses for festival lights, but this was unsuccessful. However capital funding was identified for this reducing revenue costs.

**Exploring shared delivery options with partners** i.e. Warwickshire County Council - A service review of the SEN and disability advice support service was completed.

### Status 25/26

Elements of this work are continuing in a focussed way, owned by services, including through the **Children and Family Centred Approach Programme**, the **Regeneration programme** and the **Commercialisation programme**.

# 2024/25 Transformation Plan – Programme 7

	Update	Status
<b>Helping our people to grow</b>	<p>To date there have been 26 members of the <b>One Cov Squad</b>, 17 members had opportunities to get involved. 67% felt the experience had developed their skills, over 90% learnt about a new area of the Council and all members felt they made a valuable contribution.</p>	<p>One Cov Squad continues to operate as an opportunity for employees to play a role in delivery of the Change Plan.</p>
<b>24/25 Savings Target: £600k</b>	<p><b>One Cov Roadshows</b> commenced in 2024 and to date there have been two rounds of roadshows.</p>	<p>One Cov Roadshows have been successful; the latest round is currently underway.</p>
	<p><b>Common Roles Review</b> – Baselining of roles completed</p>	<p>Common Roles work continues linked to specific activity across several programmes.</p>
Page 35	<p><b>Worker Profile kit and accommodation review</b> - Deliver tailored ICT equipment and licences as well as estate/office space based on worker needs, rather than one size fits all. As part of the accommodation review Broadgate House closed in August 2025 and Customer Services moved to Central Library.</p>	<p>ICT delivered savings target in 24/25 by reviewing the types of equipment and licences allocated.</p>

# 2025/26 One Council Change Programme

Overview of programmes and deliverables



## Service Redesign

- Resident at the heart of services
- Children and families-centred approach
- Commercial culture
- Key city wide operations - pride in city

## Enablers

- OD and capability
- Performance and data driven
- Simplified, streamlined, and technology enabled processes

## Transformational Change

- Artificial Intelligence

## Continuous Improvement

- Care, Health and Housing
- Regeneration
- City Services

**One  
Council**

# One Council – Change Programme

## Artificial Intelligence

Agreed set of priorities for 12 months that focus on areas over overspend and cost pressure to reduce both and generate in excess of £3m efficiencies pa by 2027

### Workforce benefits

- Social workers spend more time with children / adults and less on administration
- Improved consistency of case notes
- Staff spend less time recording minutes, meetings, appraisals, processing of documents improving efficiency and enabling quality of interaction

### Resident benefits

- Faster processing of financial assessments, applications and case work
- Social workers spend more time with children / adults and less on administration

### Financial benefits

- £1.4m efficiencies

### What will be delivered:

- Transcription tool, with functionality to write into systems adopted organisation wide
- Financial assessment tool used across all assessments
- Legal, governance and ethical framework for AI deployment
- Business case for continued investment and benefits tracking / realisation
- Workforce skills training in data and AI
- Productivity tools adopted across the business

# Resident at the heart of service

Join up our services to create a single and clear view of our residents' needs.

## Workforce benefits

- Improved processing efficiency

## Resident benefits

- Improved experience - faster resolution and improved communication
- In time, improved resident outcomes - early identification, targeted intervention and prevention

## Financial benefits

- £900k efficiencies (includes ongoing realisation of One Coventry 24/25 programme)

## What will be delivered:

- A single customer record
- A Council wide delivery model for resident services including digital, telephone and face to face, providing information, advice and earlier help and resulting in a better experience and value for money
- Tell us once approach for residents
- A corporate approach to community engagement, with a clear framework and distributed delivery
- A single digital front door

## Children and family centred approach

Make the most of the opportunity of national reforms impacting the delivery of Children's Services to ensure that services are delivered as efficiently and effectively as possible.

### Workforce benefits

- Social workers reduced administration
- Improved productivity in commissioning

### Resident benefits

- Improved outcomes for children in care through best match
- More families helped early
- Stronger safeguarding through multi-agency approach

### Financial benefits

- £4.71m (includes planned savings from 24/25)

### What will be delivered:

- Financial and commercial plan to achieve savings and reduce ongoing cost
- A commercial approach with provider market that delivers vfm
- An integrated early help offer that delivers for families and residents
- Revised approach to managing SEN costs
- vfm tool is embedded across placements - with regular performance reports and quantified impact reported
- Implement mechanism to improve budgetary control pressures in Temporary Accommodation (NRPF)
- Improve efficiency and performance in payments to providers as part of technology enabled process design



## Commercial Culture

Create a consistent approach to commercial activities and create an organisational ability to drive down cost, obtain value for money, and develop creative commercial solutions.

### Workforce benefits

- Improved productivity
- New skills development

### Resident benefits

- Expected better services

### Financial benefits

- £1.24m

### What will be delivered:

- More effective and standardised processes for procurement and contract management across the organisation
- A new approach to commissioning
- Standard approach to negotiating and managing capital investments
- Revised CMH model, strategically aligned with efficient operations
- A refocussed commercial approach to supporting service areas with commercial expertise to advise and challenge
- A way of operating that embeds a commercial culture

## Key City Wide Operations – Pride in our City and City Services

Strengthen citywide operational activity across the Council with a more joined-up approach focused on tackling anti-social behaviour and addressing long-term causes.

### Workforce benefits

- Upskilled staff
- Increased staff productivity
- Increased staff satisfaction
- Reduced sickness absence

### Resident benefits

- Consistent, quicker and more responsive services
- Cleaner, greener public spaces

### What will be delivered:

- New approach to tackling anti-social behaviour
- Single enforcement team
- A more integrated and efficient structure, focused on 'right first time' service delivery and with greater workforce diversity
- Strengthened approach to workforce planning, health and safety and implement robust contingency arrangements for service delivery
- Maximise use of technology and data to provide efficient services and to standardise and streamline processes
- Increase opportunities for collaborative enforcement activity

## Care, Health and Housing

Create a consistent and transparent structure and approach which meets our statutory duties, responds to increasing demand and enables people to access the right help, at the right time, in the right place.

### Workforce benefits

- Social workers spend more time with adults / families
- Reduced administration

### Resident benefits

- Less time in temporary accommodation
- Maximised independence

### Financial benefits

- £3.35m

### What will be delivered:

- New operating model in place including AI for social workers
- Maximised use of Public Health grant across the organisation's priorities
- Increased property portfolio
- Reduced care package costs
- Reduced Temporary Accommodation costs

## Regeneration

Create a clear vision for regeneration that contributes to the Council's wider objectives.

### Workforce benefits

- Opportunities for regional working

### Resident benefits

- Linked to One Coventry plan – more investment, more jobs, more prosperity

### What will be delivered:

- A more integrated and efficient structure, with greater managerial stretch, more focused on delivering tangible impacts and with greater diversity
- Working with the CA develop a clear operating model between Council and CA for delivery of economic development
- A revised organisation approach to grant funding and distribution, modelled in regen and rolled out organisation wide
- A revised stakeholder strategy for the organisation
- A One Coventry approach to climate change with matrix working in place.

# Organisational Design

Ensure that our structure, skillset and representation are fit-for-purpose to deliver services to our residents and communities

## Workforce benefits

- Upskilled staff
- Increased staff satisfaction
- Clear career progression pathways
- Quantified impact on workforce diversity and culture shift

## Financial benefits

- £1m

## What will be delivered:

- Owning and driving performance culture change programme delivered and embedded
- Training to improve data and technology skills across the organisation
- Evolve to a more consistent ratio of managers to staff, ensuring stretch and development with progression opportunities available
- Establish a flexible operating model that will provide a more consistent approach to directorates and senior roles
- Duplication of functions removed, teams moved or matrix management in place
- Strengthening corporate expertise by removing duplication or consolidating
- Equity of opportunity, fair treatment for all leading to increased workforce diversity across all grades
- Improve talent management and career progression opportunities
- Updating the Council's Terms and Conditions of Employment in line with Council recommendations

## Performance

Make better use of the information and data we hold to influence service delivery, priority setting and to hold ourselves to account.

### Workforce benefits

- Upskilled staff
- Increased staff productivity

### What will be delivered:

- Organisation strategic planning process developed
- New suite of reporting tools aligned to the One Coventry Plan, Leadership Board Service Plans, statutory reporting
- Framework for reporting performance to Boards, Council and public
- Community Insights data set and reporting
- Performance and insight team fully in place with matrix working to performance community
- Cross organisation performance data in data warehouse / lake

## Processes

Implement efficient processes which reduce manual activity, maximise automation and enable organisational consistency

- **Workforce benefits**
- Upskilled staff
- Increased staff productivity
- Increased staff satisfaction
- Reduced sickness absence

### **Financial benefits**

- £500k

### **What will be delivered:**

- Prioritised list of processes to be redesigned and technology enabled
- Time recording – holidays. Rotas, etc – implement a cross organisation on-line solution
- Recruitment process – reengineered
- Common roles have standardised JDs, ways of working and tools

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Please see page 2 onwards for background to items

<b>5 June 2025</b>
Cabinet Member Portfolio Priorities 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) The Re-Commissioning of Housing Related Support Services (Cabinet Report)
<b>21 August 2025</b>
One Coventry Plan Performance Report (Cabinet Report) Scrutiny Annual Report 2024-25 Local Government and Social Care Ombudsman Review Letter
<b>25 September 2025</b>
Scrutiny Work Programmes Communications Strategy
<b>30 October 2025</b>
SEP Progress 24-25 Shareholder Committee Performance Reports One Coventry Plan Performance – Deep Dive Review Recommendations
<b>20 November 2025</b>
Change (Transformation) Programme update City Centre PSPO progress update Supporting Benefit Claims
<b>11 December 2025</b>
WMCA Scrutiny Update 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>
Domestic Abuse Climate Change Offender Management Regulation 19 Local Plan – representations and findings WMCA Integrated Settlement Sherbourne Recycling Plant – possible visit AI - Progress Youth Justice Child Poverty - Systemic Approach
<b>Future items</b>
<b>2026-27</b>
PSPO reviews – 2027-28 One Coventry Plan KPI's

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ 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 Scrucoco to be able to identify future items and hold Cabinet Members to account	Cllr Duggins 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 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 D Blackburn 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 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 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 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 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	

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ 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 G Holmes T Robinson
<b>20 November 2025</b>	Change (Transformation) Programme update	An update on progress following the item in November 2024	Cllr Brown 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 Davina Blackburn
	Supporting Benefit Claims	To look at work done to encourage residents to claim all benefits they are entitled to	Barrie Strain/ 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 Mandeep Chouhan 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/ Lead Officer
2025-26	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 Cllr AS Khan 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 Colin Knight Rhian Palmer Bret Willers
	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 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 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 Kim Mawby etc.
	Sherbourne Recycling Plant – possible visit	To scrutinise the delivery of the recycling plant, as majority shareholders.	Cllr Hetherton Mark Adams
	AI - Progress	A progress update on recommendations made at the meeting on 6 March 2025	Paul Ward Cllr Hetherton/Cllr Brown
	Youth Justice	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	Cllr AS Khan PCC Simon Foster S Sen

Date	Title	Detail	Cabinet Member/ Lead Officer
		(PCC) to attend. As part of the OCP Deep Dive sessions to better understand police investigation and prosecution policies. To bring police representatives session to discuss decision-making processes, trends in types of offences, and reoffending rates. To include more detailed data on offence types and outcomes.	C Heeley
	Child Poverty - Systemic Approach	To undertake a piece of work on the systemic approach to child poverty, ensuring cross-partner collaboration and consideration of generational worklessness and private sector involvement. Recommended as part of the OCP Deep Dive sessions. Links with the Marmot City framework and One Coventry Programme	Cllrs Caan, Sandhu, Seaman S Sen, A Duggal
<b>Future items 2026-27</b>	PSPO reviews – 2027-28	To be considered by scrutiny as part of the 3-year review	Davina Blackburn
	One Coventry Plan KPI's	To not only review performance in the One Coventry Plan but to delegate KPI's to all scrutiny boards for consideration.	Cabinet C Boden-Haton

## Work Programme Decision Flow Chart

