



Scrutiny Co-ordination Committee

Time and Date

2.00 pm on Thursday, 12th March, 2026

Place

Committee Room 3 - Council House

Public Business**1. Apologies and Substitutions****2. Declarations of Interest****3. Minutes** (Pages 5 - 16)

a) To agree the minutes of the following meetings:

i) Joint Meeting of Scrutiny Co-ordination Committee and Communities and Neighbourhoods Scrutiny Board (4) held on 15th January 2026.

ii) Scrutiny Co-ordination Committee held on 5th February 2026.

b) Matters Arising

4. Exclusion of Press and Public

To consider whether to exclude the press and public for the private items of business for the reasons shown in the reports.

5. Scrutiny Co-ordination Committee Work Programme and Outstanding Issues 2025/2026 (Pages 17 - 24)**Reports to Cabinet****6. One Strategic Plan** (Pages 25 - 62)

Report of the Director of Childrens and Education

Note: The Education and Children's Services Scrutiny Board (2) and the Cabinet Member for Education and Skills have been invited to the meeting for this item.

7. **Coventry: City of Movement Strategy 2026-2031** (Pages 63 - 174)

Report of the Director of Care, Health and Housing

Note: The Health and Social Care Scrutiny Board (5) and the Cabinet Member for Public Health, Sport and Wellbeing have been invited to the meeting for this item.

Reports to Coventry Shareholder Committee

Note: The Cabinet Member for Jobs, Regeneration and Climate Change and the Cabinet Member for City Services have been invited to the meeting for the consideration of these items.

8. **Strategic Energy Partnership Annual Business Plan 2026/27** (Pages 175 - 250)

Report of the Director of Regeneration and Economy

9. **Coventry and Warwickshire Growth Hub - Future Direction** (Pages 251 - 260)

Report of the Director of Finance and Resources

10. **UKBIC Business Plan 2026/27** (Pages 261 - 268)

Report of the Director of Finance and Resources

11. **Business Planning Cycle for 2026/27 for the Coventry Municipal Holdings Group** (Pages 269 - 276)

Report of the Director of Finance and Resources

12. **Friargate JV Project Limited - Business Plan 2026 - 2030** (Pages 277 - 300)

Report of the Director of Property Services and Development

13. **Sherbourne Recycling Business Plan 2026/27, Update to the Waste Services Agreement and Shareholder Agreement** (Pages 301 - 314)

Report of the Director of Finance and Resources

14. **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

15. **UKBIC Business Plan 2026/27** (Pages 315 - 326)
Report of the Director of Finance and Resources
(Listing Officer: S. Weir – email steven.weir@coventry.gov.uk)
16. **Business Planning Cycle 2026/27 for Coventry Municipal Holdings Group**
(Pages 327 - 416)
Report of the Director of Finance and Resources
(Listing Officer: M. Phillips – email: mike.phillips@coventry.gov.uk)
17. **Friargate JV Project Limited - Business Plan 2026-2030** (Pages 417 - 442)
Report of the Director of Property Services and Development
(Listing Officer O. Aremu – email: oluremi.aremu@coventry.gov.uk)
18. **Sherbourne Recycling Business Plan 2026/27, Update to the Waste Services Agreement and Shareholder Agreement** (Pages 443 - 470)
Report of the Director of Finance and Resources
(Listing Officer: P. Ward – email: paul.ward@coventry.gov.uk)
19. **Any Other Items of Private Business.**

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

Wednesday, 4 March 2026

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

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 Standing Invitation:

Councillors P Akhtar, G Duggins, AS Khan, EM Reeves

By Invitation for the Items Indicated:

For Agenda Item 6

Education and Children's Services Scrutiny Board (2)

Councillors: J Birdi, J Gardiner, S Jobbar, M Mutton, S Nazir, R Thay, and A Tucker
Mrs S Hanson (Co-opted Member), Mr D Jackson (Co-opted Member), and Mr G Vohra (Co-opted Member)

Cabinet Member for Education and Skills – Councillor Dr K Sandhu

For Agenda Item 7

Health and Social Care Scrutiny Board (5)

Councillors F Abbott, S Agboola, S Gray, L Harvard, A Hopkins, S Jobbar, M Lapsa, C Miks, and B Mosterman

Cabinet Member for Public Health, Sport and Wellbeing – Councillor K Caan

For Agenda Items 8, 10, 12, 15 and 17

Cabinet Member for Jobs, Regeneration and Climate Change – Councillor J O'Boyle

For Agenda Items 13 and 18

Cabinet Member for City Services – Councillor P Hetherton

Public Access

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Lara Knight, Governance Services - Telephone: 024 7697 2642
E-mail: lara.knight@coventry.gov.uk

Coventry City Council
Minutes of the Meeting of Joint Meeting of Scrutiny Co-ordination Committee and
Communities and Neighbourhoods Scrutiny Board (4) held at 2.00 pm on
Thursday, 15 January 2026

Present:

Members: Councillor G Lloyd (Chair)

Councillor R Bailey
Councillor B Christopher
Councillor A Jobbar
Councillor L Kelly
Councillor Lepoidevin
Councillor G Lewis
Councillor J McNicholas
Councillor M Mutton (substitute for Councillor M Ali)
Councillor E Ruane
Councillor T Sawdon
Councillor R Thay
Councillor C Thomas (substitute for Councillor G Hayre)
Councillor D Toulson (substitute for Councillor R Singh)

Other Members: Councillor S Agboola (Shadow Cabinet Member for Housing and Communities)
Councillor N Akhtar (Cabinet Member for Housing and Communities)
Councillor E Reeves (by invitation)

Employees (by Service):

Law and Governance S Bennett, D Blackburn, A Chowns, G Holmes

Apologies: Councillors M Ali, G Hayre, C Miks, G Ridley, R Singh,

Public Business

1. Election of Chair

RESOLVED that Councillor G Lloyd be elected as the Chair of the Joint Meeting.

2. Declarations of Interest

The Joint Meeting were informed that, having been notified in advance that the number of Members of the Joint Meeting impacted had the potential to raise concerns of quoracy, Julie Newman, Monitoring Officer, had provided a dispensation for the purpose of this Joint Meeting to allow Members of the meeting, if they wish, to participate in the Council business contained in Minute 3

below relating to “Selective Licensing”, where they could otherwise be prohibited due to their interests.

Notwithstanding the dispensation, the following Members of the Joint Meeting made declarations:-

- 1) Councillor T Sawdon declared a disclosable pecuniary interest as a landlord and left the meeting
- 2) Councillors A Jobbar, G Lewis and E Ruane indicated that they had interests in this matter and would be engaging the dispensation granted to them by the Monitoring Officer.

In addition, Councillor N Akhtar, Cabinet Member for Housing and Communities indicated that, whilst he had a disclosable pecuniary interest in this matter which was not covered by the dispensation, as the Cabinet Member and not a member of the Joint Meeting, he would not be taking part in voting at the meeting so he would therefore remain in the meeting and speak on this matter.

3. **Selective Licensing**

The Joint Meeting received a presentation of the Director of Law and Governance on Selective Licensing. The Joint Meeting also considered supplementary information provided by Central England Law Centre which supported the introduction of Selective Licensing.

The presentation covered:-

- What is Selective Licensing?
- Selective Licensing Criteria – Stage 1
- Selective Licensing Criteria – Stage 2
- Progress on this issue so far (2016-2026)
- Independent Review of the Use and Effectiveness of Selective Licensing
- Findings from Statistical Review
- Clarification on Option Appraisal
- Designation Process
- Conclusions

The Joint Meeting sought clarification, made comments and questioned officers on a number of matters and received responses in relation to the following areas:

- That any scheme could be identified at any sized area, from a whole city, specific wards, Lower Super Output Areas, to a few streets, but that the right criteria had to be identified for that area.
- That any consultation undertaken would include both tenants and landlords and steps would be taken to ensure a balanced consultation.
- That the private rented sector in Coventry is significantly larger than the social rented sector.
- At the last stock condition survey, 21% had a category 1 hazard, so it could be surmised that the housing stock in Coventry was worse than the national average.

- That Selective Licensing can't be used to address regulation and enforcement of hazards as these powers sit under the Housing Act which the Council already uses.
- Clarification on Selective Licensing and what potential Schemes could look like in Coventry, including the evidence required to introduce the Schemes, and which wards could be covered.
- That the conditions set as part of a Licensing Scheme would have to relate to the reasons for justification of introducing the scheme, i.e., Poor property conditions, ASB or Low Demand.
- That Coventry has a good track record of operating licensing schemes within budget and that Selective Licensing has the potential to provide £35million income to the city, which could provide 120 additional staff to administer and enforce the scheme as well as addressing associated issues such as waste and ASB. This would enable the service to be proactive rather than reactive in addressing poor property conditions. The indirect financial benefits to the City were also noted (potentially more money spent on improving rented properties in the City)
- The Additional Licensing Scheme for HMO's had resulted in 91 penalties for not licensing eligible properties, 243 penalties for management regulation breaches and has resulted in landlords investing £2.5million in improving HMO's. The largest fine imposed was £78,000.
- Some Members raised concerns about the cost of the license fee being passed onto tenants, however officers stated there was no evidence of a relationship between rent increases and Selective Licensing. Rents had gone up whether areas had licensing or not.
- That the Council was good at chasing and collecting fines, even when the landlord was absentee and the property was let through an agency. Letting Agencies would also be accountable as well as landlords under any Selective Licensing Scheme.
- That better landlords would pay less and would have a licence for a longer period of time. There would be a hierarchy of licensing which was the same as with the current Additional Licensing Scheme.
- There were no known local authorities who were considering withdrawing a Selective Licensing scheme and Members suggested hearing from other authorities who have implemented a scheme in their area, including Wolverhampton and Oxford (who have a whole City scheme).
- That it was too early to know what impact the Renters Rights Act would have on the private rented sector and that Members needed to know more about both the Act and Selective Licensing before making any further recommendations. It was noted that it was already intended to hold an all Members Seminar on the Renters Rights Act in the near future.

RESOLVED that the Joint Meeting of the Scrutiny Co-ordination Committee and the Communities and Neighbourhoods Scrutiny Board:-

- 1) Notes the details in the presentation regarding the topics covered.

- 2) Recommends that the Council explore Selective Licensing further before making recommendations to Cabinet, including the holding of the scheduled All Members Seminar on the Renters Reform Act and the holding of an additional All Members Seminar on Selective Licensing before the end of the current Municipal Year. The Seminar on Selective Licensing should include contributions from neighbouring authorities on their experiences of implementing Selective Licensing.

(**NOTE:** Councillor T Sawdon left the meeting for the consideration of this item)

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

There were no other items of urgent public business.

(Meeting closed at 4.30pm)

Coventry City Council
Minutes of the Meeting of Scrutiny Co-ordination Committee
held at 2.00 pm on Thursday, 5 February 2026

Present:

Members: Councillor G Lloyd (Chair)
Councillor J McNicholas (Deputy Chair)
Councillor M Ali
Councillor A Jobbar
Councillor L Kelly
Councillor J Lepoidevin
Councillor R Singh
Councillor CE Thomas (Substitute for Councillor C Miks)

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Other Members (By Invitation): Councillor S Agboola (Substitute for Councillor N Akhtar)
Councillor L Bigham
Councillor P Hetherington
Councillor J O'Boyle
Councillor EM Reeves
Councillor P Seaman

Employees (by Service Area):

Care, Health and Housing P Fahy (Director of Care, Health and Housing), K Clarke

Children and Education J Jones
Services

Law and Governance E Jones, L Knight

Planning and A LeCras
Performance

Regeneration and D Nuttall, R Palmer, S Virman
Economy

Apologies: Councillor N Akhtar (By Invitation)
Councillor K Caan (By Invitation)
Councillor G Duggins
Councillor C Miks
Councillor G Ridley

Public Business

50. Declarations of Interest

There were no disclosable pecuniary interests.

51. **Minutes**

The minutes of the meeting held on 11th December 2025 were agreed and signed as a true record.

52. **Review of Statutory Complaints Reports 2024-25**

The Scrutiny Co-ordination Committee considered a briefing note of the Director of Customer and Business Services, that provided oversight of the published complaints reports and outcomes for 2024/25.

The Committee noted that the Council is expected to address complaints in accordance with the relevant statutory complaints processes and / or the advice and guidance issued by the Local Government and Social Care Ombudsman (LGSCO) under their powers under section 23(12A) of the Local Government Act 1974. In addition, statute requires an annual report on the operation of the complaints process and the lessons learnt or service improvements arising from them for both Children Services and Adult Social Care complaints.

The LGSCO issue an Annual Review letter each July in respect of those complaints (both statutory and non-statutory / corporate) which have exhausted the Council's complaints process and escalated to, investigated by and decided upon by the Ombudsman. The Letter is addressed to the Council's Chief Executive and the Chair of Scrutiny Co-ordination Committee "to encourage effective ownership and oversight of complaint outcomes". A report similar to the statutory Childrens and Adults reports is prepared following receipt of the LGSCO's letter. These reports are each considered in detail at relevant Cabinet member meetings and at Ethics Committee, ahead of being submitted to the Scrutiny Co-ordination Committee for overview and review. The reports are also published on the Council's website.

In respect of Children's Services, the LGSCO had received 257 complaints in 2024/25, an increase of 5 from the previous year. 181 of these were statutory complaints, compared to 143 in 2023/24. 69 of these complaints were fully or partially upheld, which was 6 more than the previous year, although 6% lower in overall percentages. Appendix 1 provided a further breakdown of the themes of the complaints received along with the stages and whether corporate, informal or ombudsman complaints. In addition, the time taken to respond to complaints was also provided. The remedies provided and lessons learned were also summarised. The Committee noted that, in addition to complaints, 154 compliments had been received and these were broken down by team.

In relation to Adult Social Care, the LGSCO had received 148 complaints in 2024/25, up from 94 in the previous year. 85 of these were statutory complaints, compared to 59 in 2023/24. 42% (34) of the complaints were fully or partially upheld, a reduction from 49% in 2023/24. Appendix 2 provided a further breakdown of the themes of the complaints received along with the stages and whether corporate, informal or ombudsman complaints. In addition, the time taken to respond to complaints was also provided. The remedies provided and lessons learned were also summarised. The Committee noted that, in addition to complaints, 185 compliments had been received.

Appendix 3 set out information relating to the LGSCO's annual letter regarding complaints. The LGSCO had received 101 complaints and enquiries in 2024/25, which was an increase of 21 from the previous year. Details of the complaints by category was set out along with comparative data for the previous 5 years. The LGSCO had determined that 3 complaints were incomplete or invalid; 22 were referred back to the local authority for local resolution; 53 were closed after initial enquiries; and 22 complaints were investigated, with 17 being upheld and 5 not upheld. Benchmarking data against Coventry's 15 statistically equivalent peers was included within the Appendix along with a comparison to the West Midlands Combined Authority (WMCA) constituent authorities. Additionally, lessons learned from the complaints and a summary of agreed actions was provided.

The Committee made statements, asked questions and received responses across a number of topics which, in summary, included:

- In relation to complaints where a financial remedy was provided, who decides on the amount to be paid and what types of scenarios / complaints could lead to a financial remedy.
- Where complaints have risen significantly within a particular area, whether the reasons for them had been identified.
- Acknowledging that the local authority is often providing a service when the service user is at crisis point and whilst it is essential to ensure that anything that can be done, is done, there is also a need to manage expectations.
- What a minimal level of communication would look like to a service user.
- The impact of a growing complexity of issues in respect of complaints and the importance of triage at the early stages to ensure that most urgent matters are dealt with first.
- Whether the ethnicity of complainants is reflective of the community being served.

Following discussions, the Committee requested that:

- a) Officers provide case studies outlining the types of complaints that result in financial remedy payments, including real examples, appropriately redacted, that illustrate why a payment was made and how the level of redress was determined; and
- b) Officers provide the Committee with a copy of the LGSCO guidance referred to at the meeting, including the sections that outline examples and scenarios where financial remedies are considered appropriate.

RESOLVED that, the Scrutiny Co-ordination Committee:

- 1. Reviewed and considered the contents of the Children's Services, Adult Social Care and LGSCO Complaints reports for 2024/25.**
- 2. Confirm that there are no further recommendations for the appropriate Cabinet Member and support a positive complaint handling culture.**

53. **Community Growing Sites in Coventry**

The Scrutiny Coordination Committee considered a briefing note and presentation by the Director of Regeneration and Economy, which set out plans to enable Coventry residents and community groups to access Council-owned land that is underutilised for food growing and wildlife gardening.

Coventry's Climate Change Strategy and Action Plan outlined an ambitious vision for the city which would help to improve the lives of people that live and work here, alongside supporting nature's recovery.

One of the initiatives within the Strategy was focussed on the development of a network of community growing sites across the city for residents to help create and enjoy. The scheme would support residents and community groups to take ownership of their local environment through maintaining and improving the open areas for the benefit of the local community. Bringing forward opportunities for residents to utilise Council-owned land which is disused or underutilised for community growing sites, supporting food growth and wildlife, would deliver significant benefits including:

- Health and wellbeing: encouraging physical activity in fresh air, improved wellbeing by spending more time in green space, increasing locally grown fruit and vegetable consumption;
- Social cohesion and community: fostering stronger relationships within communities;
- Environmental: increasing and enhancing local green spaces and biodiversity;
- Climate resilience: producing locally grown food for communities to help increase food security;
- Education and skills: providing an opportunity for residents to learn new skills about creating sustainable growing spaces, horticulture, composting and caring for wildlife;
- Pride: this will help engender local pride.

The Committee noted that, nationally, there is a campaign for Government to adopt the principle of a 'Right to Grow' across the UK due to the benefits for people and wildlife. Coventry had already started doing this through 'Coventry Grows', a project which started in 2024 through the city's Climate Change Board to develop a number of pilot community growing sites in some of the city's most green-deprived areas, backed by funding from E.ON through the city's Strategic Energy Partnership. The pilot projects have seen the first site established in Stoke Heath, with further sites being developed in Hillfields, Foleshill and Tile Hill, with 58 community volunteers involved over the last 12 months.

The Council has worked with the Coventry Food Network in securing the national recognition to obtain the status as a 'Sustainable Food Place'. This recognises the City's partnership making healthy and sustainable food a defining characteristic of where people live, which includes building public awareness, active food citizenship and local good food movement, with healthy food for all. Expanding community growing sites across the city would help to support this and help benefit communities if produce can be distributed via the Food Network and local networks where this is a surplus.

The Coventry Growing Sites policy would enable the Council to extend the opportunity to all communities across the city to access disused or underused Council land for community growing and nature gardening, building on the Coventry Grows pilot and existing allotment network and creating a significant opportunity to improve the quality and extent of green space across the city for the benefit of people and nature.

The policy would be introduced where residents could apply to use Council-owned land for community growing sites. The Council would provide guidance in terms of available sites through an online map, alongside growing advice and any requirements to support site set up, such as surveys. Community growing sites would be regulated, with a legal agreement between the Council and residents to enable them to use the land for growing. It was proposed that the land would be available on a rolling annual basis, allowing for the agreement to be terminated should the land be required for other purposes in the future or if the project comes to an end.

Whilst plans were initially focussed on Council-owned land, the Committee acknowledged that there was an opportunity to work with other landowners across the city as part of the initiative. This could include partners such as social housing provider, Citizen, who have expressed an interest, alongside the Canal and River Trust, where there is potential land that could be used adjacent to the canal.

It was further proposed that there be dedicated resource allocated to co-ordinating the community growing sites, who will be able to help simplify the process for communities by co-ordinating with Council services that would need to be consulted on sites, which would include Parks and Open Spaces, Climate Change and Sustainability, Sports, Education, Ecology, Drainage, Highways, Streetpride, Legal, Property, Insurance and Finance, amongst others. The Council would also help support groups by offering a tool library.

Having considered the briefing note and the presentation, the Committee provided feedback to assist in drafting the policy and the guidance available, to include:

- Clear guidance for growers on appropriate native species, with input from local Wildlife Trusts;
- Clarification on whether developers are encouraged to offer land or growing space as part of new developments;
- Ensuring fair access, limiting one lease per applicant where appropriate;
- Meaningful engagement with nearby residents and ward councillors ahead of confirming leases;
- Strong expectation that Friends of Parks groups are consulted where relevant;
- Opportunities to engage with mental health organisations, including the Coventry and Warwickshire Partnership Trust, due to the wellbeing benefits of growing activities;
- Partnership opportunities be identified with the Canal and River Trust for linear orchards and canal-side growing initiatives;
- Sites should only be allocated to Coventry residents and activities must be restricted to growing and biodiversity enhancement;

- Incorporation of a Risk Management process, including scheduled inspections and steps for responding to problems such as vandalism and fly-tipping;
- Consideration of insurance arrangements to ensure fairness and clarity for participating groups;
- Ensuring that the Policy considers scalable delivery and a mechanism for evaluating the scheme's success over time.

RESOLVED that, the Scrutiny Co-ordination Committee:

- 1. Endorse the proposal to be taken forward to the Cabinet Member for formal approval in March 2026.**
- 2. Provide feedback, as indicated above, to help assist in drafting the policy and guidance.**
- 3. Support with engaging communities at a ward level to encourage uptake.**

54. Coventry Creative Industries Strategy 2026 - 2029

The Scrutiny Co-ordination Committee considered a report of the Director of Regeneration and Economy, that set out the Coventry Creative Industries Strategy 2026-2029.

The Committee noted that the report was due to be considered by the Cabinet at its meeting scheduled for 10th February 2026.

It was noted that, with strengths in both creativity and technology, two strong universities and the creative legacy of UK City of Culture 2021, Coventry was well placed to maximise the potential of its creative industries. However, Coventry did not currently have an adopted Creative Industries Strategy. This had become more pertinent following the publication of the Government's Creative Industries Sector Plan in June 2025, including significant sector investment for 2026-29. This included a £25m allocation to the West Midlands Combined Authority (WMCA) to drive growth of creative industries, aligning with the West Midlands Growth Plan, which identified creative industries as a priority sector.

Ahead of the Government sector plan, the Council's Culture and Creative Economy team commissioned an independent Coventry Creative Industries mapping report in May 2025. The purpose was to provide fresh evidence about the size of the sector, as well as to identify key opportunities and challenges. The mapping involved stakeholder consultation through roundtables and focussed interviews. A public event was held on 24th June 2025 to share key findings and collect further evidence, followed by an All-Members' Seminar on 6th October 2025.

The mapping report and its key recommendations have strongly informed the development of the Creative Industries Strategy. The Strategy would provide a future roadmap for the development of creative industries in Coventry as well as giving an opportunity to articulate priorities to potential funders and other

stakeholders. It was highlighted that the adoption of the Strategy was time sensitive given the WMCA funding detail due to be confirmed at the end of March 2026.

Whilst the Strategy was developed with stakeholders and partners by the Council's Culture and Creative Economy team, there were no new and direct cost implications for the Council within the Strategy itself. The accompanying delivery plan was based on either existing funding or capacity, but with the ambition to secure further funding in the future, including potentially from the WMCA through alignment with the West Midlands Growth Plan.

The Committee made statements, asked questions and received answers in respect of the following:

- The strategy strengthens the Council's position to access funding and support a growing sector within Coventry's economy.
- Concerns were raised about reliance on national data, with an expectation that future versions will include a stronger Coventry-specific baseline drawing on local evidence.
- The need for more explicit and detailed KPIs was highlighted, with a commitment for clearer measures to be set out in the delivery plan.
- Few comparable strategies exist at local authority level; most are developed regionally. Coventry is viewed as an early adopter in this space.
- Universities are recognised as key partners, with potential to further strengthen data, analysis and evaluation within the strategy.
- Long-term outcomes will be tracked through a structured monitoring approach built into the delivery plan, enabling assessment of progress over time.
- Assurance that the strategy will continue to evolve, with data and KPIs refined as new guidance and evidence become available.

RESOLVED that, the Scrutiny Co-ordination Committee;

- 1. Note the content of the report.**
- 2. Request that the Cabinet consider the comments made by the Committee.**
- 3. Indicate their support of the recommendations for the Cabinet within the report submitted.**

55. Work Programme 2025-26 and Outstanding Issues

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 agreed that reports from two Task and Finish Groups from the Education and Children's Services Scrutiny Board (2) be included on the work programme for the Committee.

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

56. Any Other Items of Public Business

There were no other items of public business.

(Meeting closed at 4.08 pm)

Agenda Item 5

SCRUCO Work Programme 2025-26

Last updated 3 March 2026

Please see page 2 onwards for background to items

5 June 2025
Cabinet Member Portfolio Priorities One Strategic Plan and Education Capital Programme 2024-2028 (Cabinet Report)
3 July 2025
Coventry Protocol for Addressing Adult Modern Slavery (Cabinet Report) The Re-Commissioning of Housing Related Support Services (Cabinet Report)
21 August 2025
One Coventry Plan Performance Report (Cabinet Report) Scrutiny Annual Report 2024-25 Local Government and Social Care Ombudsman Review Letter
25 September 2025
Scrutiny Work Programmes Communications Strategy
30 October 2025
SEP Progress 24-25 Shareholder Committee Performance Reports One Coventry Plan Performance – Deep Dive Review Recommendations
20 November 2025
Change (Transformation) Programme update City Centre PSPO progress update Supporting Benefit Claims
11 December 2025
WMCA Scrutiny Update WMCA Corporate Update
15 January 2026
Selective Licencing (Joint meeting with SB4)
5 February 2026
Complaints Reports Community Growing Spaces Creative Industries Strategy (Cabinet Report)
12 March 2026
Shareholder Reports (Shareholders Panel Reports) One Strategic Plan (Cabinet Report) Coventry City of Movement Strategy 2026-2031
9 April 2026
Youth Justice T&F recommendations Elective Home Education and School Attendance– SB2 Parking
2025-26
Domestic Abuse Climate Change Offender Management Regulation 19 Local Plan – representations and findings WMCA Integrated Settlement Sherbourne Recycling Plant – possible visit AI - Progress Child Poverty - Systemic Approach

The Coventry Skills and Employment Board

Future items

2026-27

PSPO reviews – 2027-28

One Coventry Plan KPI's

Communications Reputation and Insight

Change (Transformation) Programme update

SCRUCO Work Programme 2025-26

Date	Title	Detail	Cabinet Member/ Lead Officer
5 June 2025	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
3 July 2025	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 st April 2026	Pete Fahy Cllr N Akhtar
21 August 2025	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
25 September 2025	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
30 October 2025	SEP Progress 24-25		Rhain Palmer
	Shareholder Committee Performance Reports	To invite all scrutiny members to the meeting	

Date	Title	Detail	Cabinet Member/ Lead Officer
	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
20 November 2025	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
11 December 2025	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	
15 January 2026	Selective Licencing (Joint meeting with SB4)		
5 February 2026	Complaints Reports	When the Committee consider this issue, appropriate officers from service areas attend the meeting	Adrian LeCras Mandeep Chouhan Cllr Brown
	Community Growing Spaces	Members requested further information on plans to increase community growing spaces following the OCP deep dive session on Climate Change. Scrucos contribution will be represented in a Cabinet report for March	Rhian Palmer Cllr O’Boyle
	Creative Industries Strategy (Cabinet Report)		Salla Virman Cllr N Akhtar

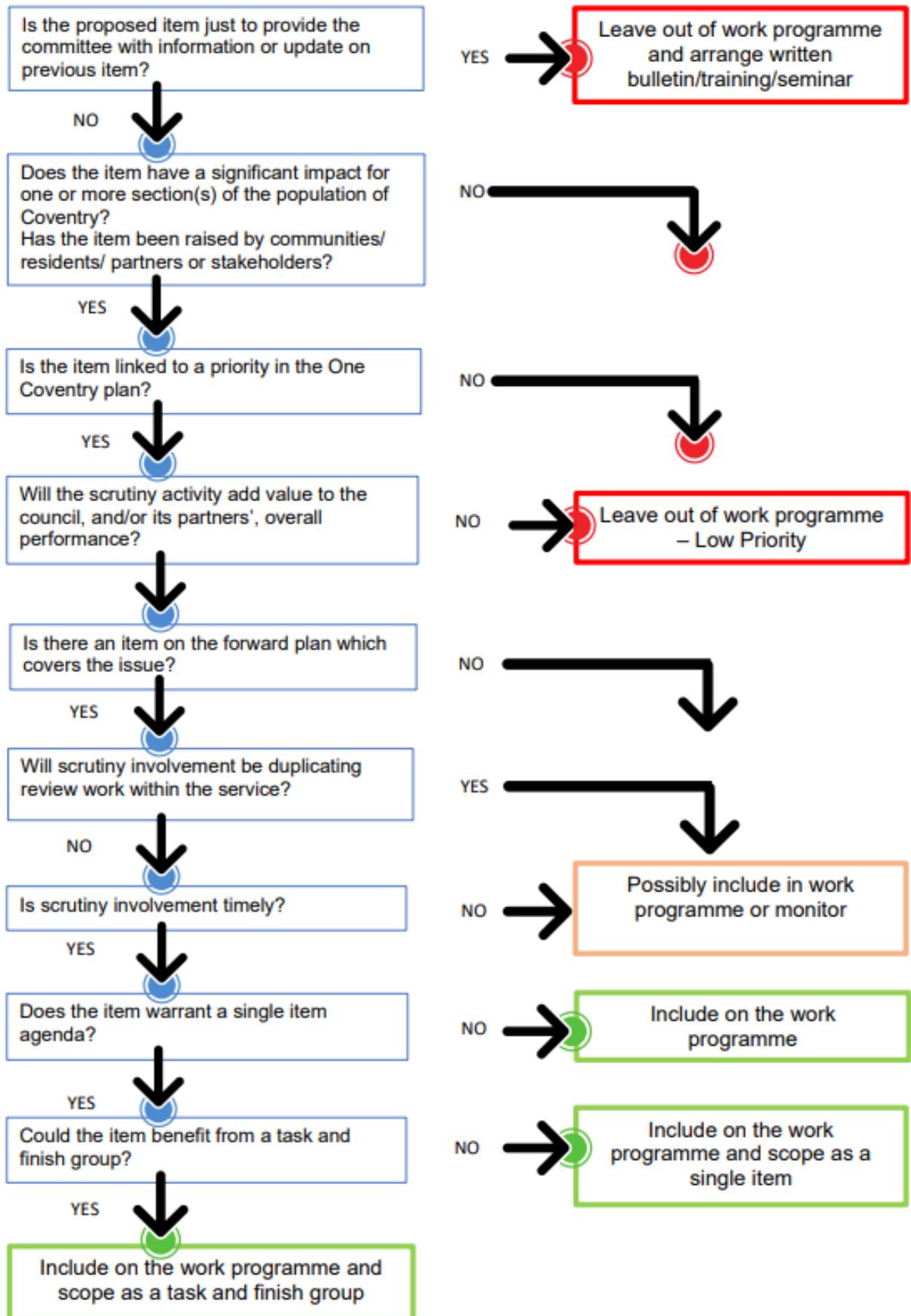
SCRUCO Work Programme 2025-26

Date	Title	Detail	Cabinet Member/ Lead Officer
12 March 2026	Shareholder Reports (Shareholders Panel Reports)	Final published accounts of the organisations that the Council are shareholder for.	Cllr Duggins
	One Strategic Plan (Cabinet Report)	Meeting our statutory duty to provide sufficient school places and capital programme. To invite SB2 including co-optees.	Cllr Sandhu Rachael Sugars Chloe Webb Thomas Allen
	Coventry City of Movement Strategy 2026-2031	To consider the Cabinet Report with the final strategy – SB5 have contributed to the development of the strategy including the meeting on 2 April 20205	Jonathan Hunt Cllr Caan
9 April 2026	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 (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.	Cllr AS Khan PCC Simon Foster S Sen C Heeley
	T&F recommendations Elective Home Education and School Attendance– SB2		Cllr Kelly
	Parking	An update item on SB4	Paul Bowman Cllr Hetheron
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	Cllr O’Boyle Colin Knight

Date	Title	Detail	Cabinet Member/ Lead Officer
		delivery and represented on the Climate Change Board, including Resilience and Adaptation, SEP and flood risk by ward. EV Charging points accessibility.	Rhian Palmer Bret Willers
	Offender Management	Following an item on Local Policing Update at their meeting 21 st 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 th 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
	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
	The Coventry Skills and Employment Board	Following a meeting with SB3 on the Progress Made Against Coventry Economic Development and Skills Strategies and Coventry & Warwickshire Economic Plan on 26 th November 25	Steve Weir / Cllr Sandhu
Future items	PSPO reviews – 2027-28	To be considered by scrutiny as part of the 3-year review	Davina Blackburn

Date	Title	Detail	Cabinet Member/ Lead Officer
2026-27		A further update on the on the actions taken in relation to the City Centre Public Spaces Protection Order be submitted to the Committee in 6-months' time (May/June 2026) – including alternative routes for e-bike food deliveries	
	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. Also to consider progress on identifying KPI's in other strategies/documents such as the CIPFA Code and aligning them.	Cabinet C Boden-Hatton
	Communications Reputation and Insight	To provide progress on issues raised at the meeting on 25 September 2025 – <ul style="list-style-type: none"> • Standardising community engagement across the council • Update on policy and public affairs • Review of the Council's website • Digital Exclusion Policy 	C Holloway C Boden-Hatton Cllr Duggins
	Change (Transformation) Programme update	An update on progress following the item in November 2025	Cllr Brown C Boden-Hatton

Work Programme Decision Flow Chart





Scrutiny Co-ordination Committee
Cabinet

12th March 2026
17th March 2026

Name of Cabinet Member:

Cabinet Member for Education and Skills – Councillor Dr K Sandhu

Director Approving Submission of the report:

Director for Children and Education Services

Ward(s) affected:

All

Title: Coventry One Strategic Plan and Education Capital Programme 2025 - 2029

Is this a key decision?

Yes - the proposals will significantly affect all wards.

Executive Summary:

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

The Coventry One Strategic Plan sets out pupil forecasts for primary and secondary schools, and Special Education Needs (SEND), across education planning areas in response to pupil cohorts across the city. It is proposed that this Strategy will be a flexible plan, which is able to adapt to shifting mechanisms of parental preference, unforeseen changes in supply and demand of school places, and future birth rates. To do this, officers regularly review school place planning, and the One Strategic Plan will be monitored and updated annually with presentation to the Cabinet.

There is commitment through a statement of intent to: collaborate and work in partnership to achieve the best possible outcomes for children and young people in Coventry; ensure the sustainability of Coventry schools; and to enable the City Council to meet its statutory obligations. The options within the Strategic Plan have been discussed at Coventry Education Partnership meetings, which include academy trust CEOs, headteachers and education colleagues from across the city.

The Strategy outlined within the One Strategic Plan appendix is in line with Department for Education (DfE) statutory requirements to:

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

Capital allocations to meet projected shortfalls in provision are provided by the DfE to all Local Authorities based on the data provided in the annual School Capacity return (SCAP). Demand for places, minus the supply of places, is multiplied by a cost per pupil place to inform the final allocation. This return informs the DfE of the expected change in pupil numbers over the medium term, the current capacity of schools to meet those numbers, and the planned changes to that capacity. Funding is also secured via S106 contributions from housing developers in response to new housing estates. The proposed programme of work is fully funded utilising existing resources as set out within the education capital programme.

From the 2021/22 academic year there has been a large increase in the number of pupils moving into the city in-year. The impact of this in-year movement has been that more places are required in schools than originally forecast, using up spare capacity, and causing sufficiency pressures in some year groups. In response a review and update of pupil forecast methodology has taken place, and additional school expansions identified within this report. Since September 2024 in-year growth has decreased, and we continue to factor a range of growth expectations to inform forecasts and ensure sufficient supply of school places.

Since the academic year 2021/2022 bulge classes have been introduced at nine primary schools across the city in Years 1 to 5. This increase in demand has also required expansions in secondary schools, particularly in Years 7 and 8. These measures have helped address immediate pressures on school capacity; however, further expansion will be necessary to ensure sufficient school places are available to meet future forecast demand. Ongoing planning and funding will be essential to maintain access to quality education as the pupil population changes.

Recommendations:

Scrutiny Co-ordination Committee is recommended to consider the report and make any comments/recommendations to the Cabinet.

The Cabinet is recommended to:

1. Consider any comments/recommendations from Scrutiny Co-ordination Committee.
2. Authorise the programme of work outlined within the proposed Coventry One Strategic Plan for Primary, Secondary and Special Educational Needs Education as set out in appendix 1.
3. Delegate authority to the Director of Children and Education Services to agree the most appropriate procurement route for works to be delivered and awarded.

List of Appendices included:

Appendix 1: One Strategic Plan 2025-2029

Background papers:

None

Other useful documents

Coventry One Strategic Plan and Education Capital Programme
Cabinet Report – 10th June 2025

[Coventry One Strategic Plan and Education Capital Programme 2024 – 2028](#)

Coventry One Strategic Plan and Education Capital Programme
Cabinet Report – 13th February 2024

[Coventry One Strategic Plan and Education Capital Programme 2023 - 2027.pdf](#)

Has it been or will it be considered by Scrutiny?

Yes - Scrutiny Co-ordination Committee 12th March 2025

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

No

Will this report go to Council?

No

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1. Context (or background)

- 1.1. The Coventry One Strategic Plan sets out pupil forecasts for primary and secondary schools, and Special Education Needs & Disability (SEND), in response to changing pupil cohorts across the city. It outlines the strategy proposed by the City Council and the Coventry Education Partnership to provide the additional places required in all phases of education (Early Years, Primary, Secondary and SEND) from 2025 – 2029.
- 1.2. The City Council holds the statutory duty to ensure sufficiency of places. This is done in consultation with all schools including Academies and Free Schools, where admissions arrangements are outside of City Council control. Early discussions and partnership with all schools is crucial to delivering the required number of school places across the city.
- 1.3. There is an expectation that Local Authorities ensure a level of surplus capacity across mainstream provision. This is necessary to deal with fluctuations in population and growth, support parental preference, and help manage in-year movement.
- 1.4. In response to increased pupil numbers in Coventry bulge classes have been created at 9 primary schools in the city across years 1 to 5, and at secondary in years 7 and 8. Further expansion is required to ensure there are sufficient school places to meet forecast demand.
- 1.5. The Department for Education (DfE) provides each Local Authority with an annual update on the estimated cost of providing a school place nationally with a local variation. Coventry uses these figures to inform their S106 contributions from housing developers. Accordingly, the cost per pupil place as outlined in the appendix has been updated to reflect this change.

2. Primary

- 2.1. The birth rate across Coventry for Reception entry from 2024 to 2028 is increasing slightly each year in comparison to the previous decline between 2012 and 2023. Although these increases are relatively small, they are a stable picture of just over 4,000 births per academic year in the city.
- 2.2. The current Year 5 cohort is currently the largest cohort in Coventry primary schools with circa 4,660 pupils. The year 5 cohort is due to transition to secondary schools in September 2027.
- 2.3. The current forecast is that in-year application levels have begun to stabilise, following the significant growth seen in 22/23 and 23/24. While this has eased immediate pressure in some areas, the impact of the growth continues to challenge sufficiency as larger cohorts move through the primary phase.
- 2.4. In September 2024 bulge classes were opened in the following Primary Schools: All Saints Church of England, Hill Farm, Frederick Bird Academy, Charter Academy, John Gulson and Howes. This was to ensure sufficiency of places, but also considered viability for schools, and value for money.

- 2.5. Further expansion of primary provision is expected to be focused in areas where there is significant planned new housing. Land for new primary provision has been identified in Keresley and Eastern Green to allow new schools to open when there is sufficient demand for new places. The timing of this is linked to build out rates of the housing developments.

3. Secondary

- 3.1. Since September 2018, additional capacity has been added into the secondary sector to provide for the larger cohorts identified through pupil forecasts. As agreed at Coventry Education Partnership meetings, the plan has been to deliver and adopt a model of both permanent and temporary expansions to ensure sufficiency of places, viability for schools, and value for money. Temporary expansions are for a single year (e.g. Year 7 increase which moves through the school until the cohort reaches Year 11). Adopting a mixed economy model of permanent and temporary expansions will support the future viability of schools and in the longer term will allow for a more flexible approach to be adopted by increasing and reducing capacity as required.
- 3.2. Phase one (2018 to 2021) resulted in the creation of 544 additional Year 7 places through a combination of temporary and permanent expansions at 16 Secondary schools in Coventry.
- 3.3. Phase two (2022-2024) focused on addressing the projected shortfall of school places through the creation of additional temporary bulge classes. This was done to ensure sufficient surplus places across the city. For 2024, plans were adjusted (from 6 to 10 forms of entry) in response to a rise in in-year applications. During this period 810 additional places were created across 11 secondary schools in Coventry.
- 3.4. Phase three (2024-2027) was developed to ensure sufficient future secondary school places for additional pupils from in-year admissions (academic years 21/22 - 23/24) in the primary sector. Phase three will be reviewed annually in line with the updated pupil forecasts and expansion plans adjusted if required. Since 2018 there have been temporary or permanent expansions at 19 out of 22 secondary schools in the city. Due to site constraints, and other factors, most existing schools have limited ability to expand further.
- 3.5. The Education Service has worked in partnership with schools to either re-utilise former bulge (temporary) classes or introduce new bulge (temporary) classes as part of the One Strategic Plan 2018-2024.
- 3.6. Local Authorities are required to ensure there is a level of surplus capacity to meet parental preference, manage in-year movement, and account for variations in pupil population. The strategy outlines a plan to ensure there is at least 2% surplus capacity in Year 7 places through the admissions coordinated scheme. This proactive measure should also reduce the need for future reactive bulge classes.
- 3.7. Based on current forecasts, including the reduced in-year growth seen last academic year, it is expected additional capacity will be required up to and including 2029. Beyond this date the need for places will depend on future levels of in-year movement, birth rates, and other national policies. The City Council will continue to

work with all schools to manage the supply and demand for school places, including consideration for published admission number (PAN) reduction, where appropriate.

- 3.8. There are 3 further secondary school expansions planned for September 2027, these are President Kennedy, Westwood and Cardinal Wiseman. Work is underway to deliver the additional space required on the existing school sites. These expansions are subject to planning consent and delivery of building works.

4. Special Education Needs and Disability (SEND)

- 4.1. Local Authorities have a statutory duty to ensure, that all pupils who have an Education, Health and Care Plan (EHCP) receive the provision required to meet their assessed needs. Coventry has 8 special school provisions, and 10 specialist provisions delivered in the form of resourced centres/units in mainstream schools. This is to ensure provision can meet the continuum of needs.
- 4.2. Recent evidenced growth in need, alongside an increase in in-year admissions and extended retention in post 16 provision (specifically in the areas of learning disability, complex communication) has placed an unprecedented level of demand on the specialist system. This reflects the national position.
- 4.3. Since 2016 the City Council have seen a 130% increase in the number of EHCPs maintained. This is in line with the national position. If this rate of growth continues for the next five years it is forecast for Coventry to maintain just over 5,000 EHCPs by 2030. This level of growth is larger than the mainstream population growth meaning a higher proportion of children within Coventry have identified additional needs than in previous years. Broadly 42% of children with an EHCP are placed in mainstream schools, 33% in special schools, 12% in further education and 13% have other arrangements including independent sector or Alternative Provision. The total proportion of EHCPs maintained for young people aged 17 to 25 is approximately 20%.
- 4.4. Between September 2017 and 2025 there have been 500 places added across the eight special schools and have included a combination of permanent building projects and reconfiguration of existing space within schools. Over the last academic year, a new secondary Enhanced Resource Provision (ERP) has opened at Blue Coat Secondary School and further primary ERP's are being developed. This report details further expansion required.

5. Options considered and recommended proposal.

5.1. Primary Schools options and recommended proposal

- 5.1.1 Land has been identified for primary provision at 2 large housing developments in the city, one at Eastern Green Sustainable Urban Environment (SUE) and the other as part of the Keresley SUE. These remain crucial to ensuring sufficiency of places in the longer term whilst the housing developments are in progress and completed. The option to relocate and expand existing schools is also being explored, and the projects will be progressed in line with receipt of funding and demand for places in the area.

5.1.2 Expansion of Keresley Grange Primary School to 2 forms of entry (60 PAN) will provide an interim solution to the current pressure on places in this area of the city. Keresley Grange Primary School currently has a PAN of 45, requiring the operation mixed year group classes. The school is over capacity, and this is putting significant pressure on teaching spaces, capital investment will provide a solution to this.

5.1.3 The Strategic Energy Partnership (SEP) is currently developing proposals to enhance the school estate by providing investment for solar panels, plantroom insulation and heating improvements. The funding for this programme of work is still undecided but is likely to involve a power purchase agreement (PPA) rather than grant funding. The schools will also benefit from education engagement sessions via the SEP Social Value Fund.

5.2 **Secondary School options and recommended proposal**

5.2.1 The approach in phases one to three has created flexible provision that allows schools to be flex in response to sufficiency requirements (e.g. increase and reduce PAN as required). This approach has been effective in responding to the City's sufficiency challenges and has demonstrated efficient use of resources. It is planned that provision added in previous phases (e.g. temporary expansion) is re-utilised to provide additional classes required for future need, as required.

5.2.2 The largest cohort in the city is currently year 5, this cohort moves through to secondary in September 2027. To ensure sufficient school places, expansions are underway at President Kennedy, Westwood and Cardinal Wiseman. Each school will require capital investment, as set out in the capital programme and this will allow expansion by 3 forms of entry in total.

5.2.3 Based on current projections and existing admission trends it is anticipated that following these expansions, there will be no further requirement for additional secondary school places. Pupil number forecasts are regularly reviewed for accuracy and will be monitored and updated as appropriate.

5.3 **Special Education Needs and Disability (SEND) Options**

5.3.1 Building projects at Baginton Fields, Woodfield and Sherbourne Fields special schools have commenced to provide additional specialist school places. These projects will add circa. 190 additional places in a phased approach.

5.3.2 In addition to the expansion of special schools, additional school places are being created by adding ERP's within mainstream schools. There are currently 10 ERPs across the city accommodating 8-12 pupils per provision. The Education Service is planning to open a further 3 primary and 1 secondary ERP in 2026/27 and subject to expected policy direction in the white paper further are planned in subsequent years.

5.4 **Finance**

5.4.1 Basic need capital funding is allocated to Local Authorities to meet the demand for pupil places. Allocations have been announced up to the 27/28 academic year.

5.4.2 The City Council alongside other Local Authorities receives dedicated capital funding towards the expansion of special schools and alternative provision. It is

proposed the funds will be utilised to facilitate the relocation and expansion of Woodfield Special School and address building works required for expansion at Baginton Special School. The next allocation of High Needs Capital Funding is due to be announced in Spring 2026.

- 5.4.3 In the previous One Strategic Plan report (June 2025) the total capital programme resources reported were £243,102,422. No additional basic need grant has been awarded due to 2027/28 allocation being confirmed last year. There has been additional Section 106 funding secured to the value of £9,450,899, bringing the total capital programme resources to £252,553,321. This funding has been allocated against existing or planned projects as outlined within the updated One Strategic Plan.

Total Education Capital Programme resources (since 2019)	£252,553,321
Actual spend 19/20 - 24/25	£88,523,754
Forecast project spend 25/26 to 28/29	£107,444,755
Future projects required beyond 28/29	£56,584,812

6 Results of consultation undertaken

- 6.1 The City Council have consulted with headteachers via Coventry Education Partnership meetings when updating the One Strategic Plan. All schools must consult when undergoing changes to PAN, the City Council is responsible for conducting the consultation for maintained schools. Academies are required to consult for their expansion and inform the Department of Education of this consultation.

7 Timetable for implementing this decision

The timescale for the One Strategic Plan is set out in the following table:

Activity	Approximate Timing
Consultation with Primary, Secondary and SEND Headteachers via Coventry Education Partnership meetings	January 2025 – January 2026
Report to Cabinet for adoption of the policy set out in the One Strategic Plan and recommendations	March 2026

8 Comments from the Director of Finance and Resources and the Director of Law, Governance and Safer Communities

8.1 Financial implications

- 8.1.1 Capital resources for the One Strategic Plan are a cumulation of several funding streams. Project costs are also indicative until the point of awarding contracts and therefore may differ from those currently anticipated.
- 8.1.2 The overall programme of works may need to be adjusted to ensure spend is not committed above the available resource and balanced against sufficiency requirements.
- 8.1.3 The revenue cost of places in mainstream schools is funded via the Schools Block element of the Dedicated Schools Grant (DSG). Within the Schools Block there is also a Growth Fund allocation, which enables revenue support to schools with in-year pupil growth which is not otherwise immediately recognised by the lagged funding system.
- 8.1.4 The revenue cost of places in specialist provisions for pupils with SEND is funded via the High Needs Block element of the DSG. This is an area of financial pressure at both a national and local level. Coventry continues to experience growth in the number of children and young people with Education, Health and Care (EHC) Plans but currently has an overall DSG surplus reserve balance. It has been announced that from 2028/29 onwards funding implications will be managed within the overall government Departmental Expenditure Limits (DEL) envelope, such that the government will not expect local authorities to need to fund future SEND costs from general funds. It is therefore key that the Council monitors the position and manages resources effectively to ensure that it remains within funding allocations (including the use of the DSG reserve) as far as is possible up to March 2028.
- 8.1.5 The government has confirmed they are committed to supporting local authorities who have accrued High Needs revenue deficits as the sector transitions to a reformed SEND system. The first phase of support will address historic deficits accrued up to the end of 2025/26. All local authorities with a High Needs deficit as of March 2026 (not applicable to Coventry) will be eligible to receive a High Needs Stability Grant covering 90% of their accrued deficit. The government will confirm at a later stage what support will be provided for any deficits arising in 2026/27 and 2027/28. They will take an appropriate and proportionate approach, though support in these years will not be unlimited. A Schools White Paper will be published in early 2026, which will detail changes to the SEND system and a requirement for Local Authorities to have a SEND Local Reform plan.

8.2 Legal implications

- 8.2.1 Section (S) 13 of the Education Act 1996 places the Local Authority under a duty to promote high standards and fair access to education. S14 of the Education Act 1996 sets out the Local Authority's duty to secure sufficient schools in their area, and to consider the need to secure provision for children with SEND. This includes a duty to respond to parents' representations about school provision.

8.2.2 The Local Authority retains broad discretion in fulfilling its duty under Section 14 of the Education Act 1996 to ensure sufficient school places, but it must follow statutory processes when proposing to establish, discontinue, or alter schools. These procedures are outlined in the Education and Inspections Act 2006 and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013, as amended. Non-compliance with these statutory requirements can render proposed changes invalid and may prompt intervention by the Department for Education (DfE). While reductions to the published admission number (PAN) of maintained mainstream schools do not fall under the School Organisation Regulations, such changes must comply with consultation requirements set out in the current School Admissions Code (last updated 2021). Depending on the type of school, the responsible admission authority—whether it be the Local Authority for community and voluntary controlled schools, the governing body for voluntary aided and foundation schools, or the academy trust for academies—must consult appropriately before making changes.

8.2.3 The School Admissions Code provides that when changes are proposed to admission arrangements, all admission authorities must consult on their admission arrangements (including any supplementary information form) that will apply for admission applications the following school year. Where the admission arrangements have not changed from the previous year there is no requirement to consult, subject to the requirement that admission authorities must consult on their admission arrangements at least once every 7 years, even if there have been no changes during that period. Community and Voluntary Controlled schools have the right to object to the Schools' Adjudicator if the PAN proposed is lower than they would wish.

Land Acquisition

8.2.4 Section 120 of the Local Government Act 1972 provides that for the purposes of (a) any of the Council's functions under this or any other enactment or (b) the benefit, improvement or the development of the Council's area, the Council may acquire any land whether situated inside or outside its area.

8.2.5 Law and Governance Services will undertake the necessary legal due diligence including examining search results and the title for the property in order to ensure that the Council's interests are adequately protected. Enquiries before contract will be raised and the purchase will be subject to satisfactory results of the searches, a good and marketable title and a satisfactory survey and valuation result.

9 Other implications

9.1 How will this contribute to the One Coventry Plan?

This Strategy supports the One Coventry Plan priorities:

- Improving outcomes and tackling inequalities within our communities – Ensuring sufficiency of school places within each locality to create quality, accessible, and inclusive provision across the city.
- Tackling the causes and consequences of climate change – when delivering building works on school sites investment into environmental infrastructure is prioritised. Examples include implementing solar panels, air source heat pumps, and using local materials (where possible) to reduce the carbon footprint.

9.2 How is risk being managed?

Monitoring is carried out through several different processes. Projects will be monitored through a project management team and will be subject to scrutiny and regular assessment on progress towards identified milestones. Further monitoring will be carried out through progress reports to the Cabinet Member for Education and Skills, Cabinet, and quarterly budgetary control monitoring.

9.3 What is the impact on the organisation?

There are no specific impacts on the organisation.

9.4 Equalities Impact Assessment

- 9.4.1 Over the past 3 academic years Coventry has experienced a significant increase in the number of pupils applying for a school place 'in-year'. To address this the City Council has implemented temporary and permanent additional classes to ensure adequate provision of school places. This reduces home to school travel distance for pupils removing a potential barrier to access education.
- 9.4.2 Children and young people with SEND can experience greater discrimination and may have fewer opportunities than children without SEND. The proposal aims to ensure that all Coventry children have access to education in accordance with their needs. Any revised accommodation changes and admission arrangements are compliant with the provisions of the Equality Act 2010 in the context of their possible impact on equal opportunities.
- 9.4.3 Public authority decision makers should have due regard to 1) the need to eliminate discrimination, 2) advance equality of opportunity between people who share a protected characteristic and those who do not 3) foster good relations between persons who share a relevant protected characteristic and people who do not (public sector equality duty - s 149(1) Equality Act 2010). The applicable protected characteristics are disability, gender reassignment; race, religion or belief, sex; sexual orientation, pregnancy or maternity.
- 9.4.4 Decision makers must be consciously thinking about these three aims as part of their decision-making process with rigour and with an open mind. The duty is to have "due regard", not to achieve a result but to have due regard to the need to achieve these goals. Consideration being given to the potential adverse impacts and the measures needed to minimise any discriminatory effects.
- 9.4.5 Each school has been assessed in line with the Disability Discrimination Act 2004' and meets the requirements of the Building Regulations and relevant British Standards including BS 8300 2009 and Approved Documents Part M. Specific provisions of inclusion for wheelchair users, and those that are hard of hearing and/or visually impaired, have been included in the designs. An access statement is provided for each school to act as an on-going live document. These document the initial building approach and become an effective building management tool for the users to ensure long term accessibility.

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

- 9.5.1 The Department for Education's Sustainability and Climate Change Strategy sets out a vision for the UK to be the world-leading education sector in sustainability and climate change by 2030. In England this will be achieved through awareness raising and practical steps to transition to net zero, such as creating a more resilient infrastructure to adapt to a changing climate and create a better environment around education settings (including enhancing biodiversity and improving air quality). The government set out the requirement for all education settings to have Climate Action Plans. Basic Need Allocations have also been uplifted by circa.10% for additional investment into energy efficiency projects.
- 9.5.2 Coventry has 117 schools (excluding private owned). Of these 117 schools, 52% are Local Authority maintained and purchase energy from the City Council and are therefore captured within scope 3 of Coventry City Council's annual greenhouse gas emissions report. Local Authority Maintained schools account for 9% of Council emissions. Schools are included in the government's current target to reduce the emissions from Public Sector buildings by 50% (2032) and 75% (2037) compared to a 2017 baseline.
- 9.5.3 All future re-build programmes will need to be designed to a high standard of energy efficiency and be net zero in operation. They will be required to be designed to adapt to a changing climate. For example, any new school building designs should prepare for and mitigate against the effects of climate change, including measures to reduce surface water run off because of flooding, and reducing any negative effects on the local community and environmental infrastructure. Opportunities should be identified to create green space, sustainable urban drainage and enhance biodiversity. Designs should consider measures for thermal cooling to ensure new buildings can cope with more extreme temperatures alongside making provision for outdoor shade.
- 9.5.4 Opportunities should be identified to improve the energy efficiency and climate resilience of existing buildings as part of any planned refurbishment. As part of this consideration should be given to using the capital programme to leverage additional grant funding to support decarbonisation projects on existing schools, such as the Public Sector Decarbonisation Scheme 3b that is supporting the delivery of measures to upgrade heating systems and install renewable energy across some schools in 2024-25. The Council's SEP with E.ON will endeavour to support this programme through seeking to introduce more solar PV and Air Source Heat Pumps across Coventry schools.
- 9.5.5 As part of the DFE's Sustainability and Climate Change Strategy, all schools will need to report their carbon emissions and set and monitor against targets for carbon reduction. To support this, future cost benefit analysis will need to incorporate the environmental and socio-economic costs of the impacts of carbon emissions and consider climate resilience and adaptation.

9.6 Implications for partner organisations?

Planning for additional specialist places will require close partnership working with Health, Social Care and other relevant organisations to enable multi-agency support and provision for children with SEND to be made.

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

Chloe Webb – Head of Education Organisation and Capital Strategy

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Children & Education

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Enquiries should be directed to the above person.

Contributor/ approver name	Title	Service	Date doc sent out	Date response received or approved
Oluremi Aremu	Head of Legal and Procurement Services Lawyer - Finance and Corporate Services	Law and Procurement Services	17/02/2026	20/02/2026
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Coventry City Council

Education One Strategic Plan 2025 - 2029

PHOTOS

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1. Introduction

1.1. Statutory Context

Coventry City Council (CCC) has a legal duty under Section 14 of the Education Act 1996 to ensure the provision of sufficient school places for children of compulsory school age. These places must be sufficient in character, number and equipment to ensure all pupils have the opportunity for appropriate education: appropriate education means instruction and training that is desirable in view of the pupil's age, ability, aptitude, and the length of time they are expected to remain at school. It is CCC's role to plan, commission, and organise school places in a way that raises standards, manages supply and demand, and creates a diverse infrastructure. CCC can meet its duty by:

- ensuring sufficient schools and places in a locality;
- securing sufficient early years & childcare places;
- ensuring sufficient post 16 provision;
- providing appropriate education provision for children with special educational needs and disabilities;
- promoting high education standards;
- ensuring fair access to educational opportunity;
- promoting the fulfilment of every child's education potential and;
- promoting diversity in the provision of schools and parental choice

In managing the supply and demand of school places; in order to allow for flexibility in the system to meet parental preference, enable in-year transfers and support families moving to an area to find a place for each of their children at the same school where appropriate, the target for CCC is for the supply of places to exceed demand by at least 2% with as even a spread across the city as possible; the Department for Education (DfE) recommends that local authorities maintain no more than 5% surplus of places within a specified area.

1.2. Coventry's Education One Strategic Plan

The One Strategic Plan for Education will help schools, parents, council staff, local partners and stakeholders understand how CCC plans to work towards these priorities to ensure that all children and young people thrive in Coventry schools and settings throughout their education, wherever they live.

This document sets out the principles underpinning school place planning; the ways in which additional school places will be delivered; the collaboration with schools and other partners; the information used to inform this delivery; and the way work is conducted to deliver high quality, accessible school places for all learners.

2. Funding

The following section examines the different sources through which funding can be received for provision of additional school places such as grant through the DfE, or by requesting contributions from new housing developments.

- **Basic Need Grant funding**

Capital allocations to meet projected shortfalls in provision are provided by the DfE to all local authorities based on the data provided in the annual School Capacity return (SCAP). The level of funding is determined by the demand for school places in the city.

In Spring 2025 there was a 2-year basic need allocation. The allocation for Coventry totalled £97,657,978 across the 2-year settlement and was the highest allocation in the Country.

Year of Allocation	£
Basic need funding received up to 25/26 entry	£82,724,761
26/27 entry (announced Spring 2025)	£59,755,756
27/28 entry (announced Spring 2025)	£37,902,222
28/29 entry (due to be announced Spring 2027).	
Grand Total	£180,382,739

- **Early Years Capital Funding**

CCC received £530,241 Childcare Expansion Capital Grant funding in year 2023-2024 from the DfE to support the provision of new places to support the expansion of 30-hours entitlement places for children 9 months to 3 years old and wraparound provision for primary school aged children. CCC has allocated this funding to 9 providers which includes Private Voluntary and Independent (PVI) childcare providers, childminders and schools to develop expanded entitlement and wraparound places. The grant agreements are currently being finalised before the funds are distributed to the providers in line with the recommendations made in the most recent Childcare Sufficiency Assessment.

In addition, in October 2024, the DFE launched the School Based Nurseries Programme, enabling state funded primary schools to access up to £150,000 in capital funding to create or expand nursery provision. Funding has been confirmed for 2024-2025 and 2025-2026, with a third phase announced. Stoke Primary School has successfully secured phase one funding, further rounds of funding are anticipated to be announced in April 2026.

- **Special Provision Fund and High Needs Fund (2018 – 2025)**

In October 2021 the government announced that it was supporting local authorities with High Needs Capital Funding, as a continuation of Special Provision Fund, to enable Local Authorities to deliver new places and improve existing provision for children and young people with Special Educational Needs (SEND). The financial allocation for 2025 was announced in March 2025 and formed part of the national £740 million of capital investment in 2025-26, to support children and young people with SEND or who require alternative provision (AP) as part of the broader capital settlement.

In March 2025, CCC received an allocation of £5,160,168. In total CCC has received £30,517,548 in funding through this mechanism over the past 6 years. This funding has been used to deliver additional school places at Woodfield Special School, Sherbourne Fields School, Tiverton School, and Baginton Fields Academy.

- **Section 106 (S106) funding / Community Infrastructure Levy (CIL) funding**

There is an expectation that when the predicted impact of a new housing development creates a shortfall of places this will be funded through S106 contributions towards the following: providing additional education provision, expansion of existing schools, opening of new schools. The DfE expect the infrastructure required because of housing developments to be mitigated by S106 funding/CIL funding.

Where a housing development yields significant numbers of pupils and justifies new provision it may be necessary to secure land. The land would be used for education purposes to safeguard CCC's statutory responsibility to provide sufficient school places. Contributions are requested fairly based on their proximity to the development. All education types are considered and some rounding within the pupil yield calculation may see an additional place be requested when rounded up to the nearest whole pupil place.¹

Other funding sources:

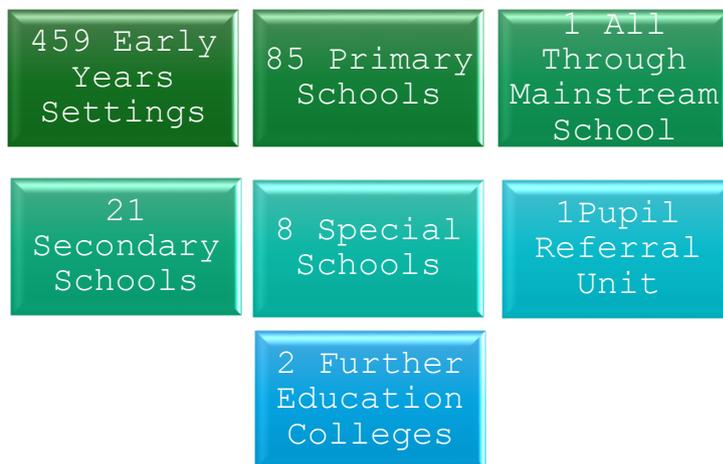
¹ The methodology for the pupil yield calculation is included in appendix 3.

- Centrally funded schools via the Government’s School Rebuild programme. Coventry has a number of schools which are being rebuilt under this scheme, namely – West Coventry Academy, Bishop Ullathorne, Coundon Court, Cardinal Newman, Foxford Academy, Spon Gate, Limbrick Wood; Coventry will work collaboratively with the DfE to progress these projects.
- Capital Receipts – the sale of former education settings deemed surplus to requirements can be ring fenced to education in exceptional circumstances.
- Capital contributions from individual school budgets and/or bids by Academies for ‘Capital Infrastructure Funding’ (CIF).
- Capital funding allocations for ‘Voluntary Aided’ schools (LCVAP funding).

3. Coventry Context

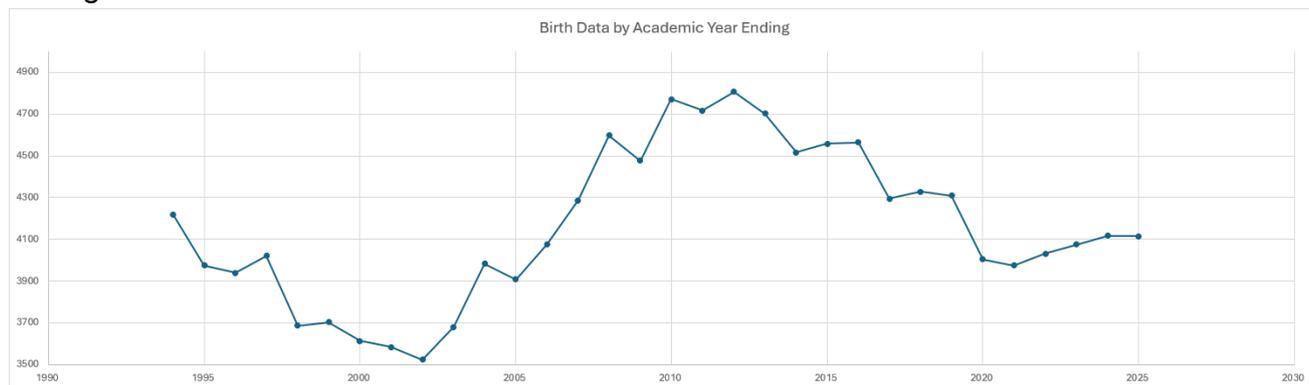
Coventry is the ninth largest city in England and the twelfth largest in the United Kingdom, with a population of 360,700 as of the mid-year population estimates, making it the second largest Local Authority in the West Midlands.

According to the 2023 mid-year population estimates, just over one-fifth (22.3%) of the city’s population are children and young people aged under 18, 63.6% are of working-age (18-64), and the remaining 14.1% are aged 65 and over. The city has the following education provision within Coventry:



The graph below shows the birth rate across Coventry, with 2021 to 2025 showcasing a gradual increase of the birth rate, increasing slightly each year, in comparison to the previous decline between 2010 and 2020. Given the transient nature of the city's population and the

social mobility of its residents, updates to birth and GP registration data will occur quarterly through the NHS Foundation Trust.



The latest data gives us some key headlines:

- The birth cohort peaked for entry into Reception in September 2016
- The current Year 5 cohort (the cohort born between September 2015 and August 2016) is the largest across Coventry Primary Schools and is projected to transition to secondary school in September 2027, placing significant pressure on secondary capacity. Strategic planning is underway to mitigate the impact on place availability and ensure sufficient provision for this cohort.

In recent academic years, CCC has experienced a sustained increase in in-year school applications, driven largely by migration into the city. This period of heightened demand resulted in significant pressure on school capacity, with a number of schools operating at or above the published admission number (PAN). The impact was most pronounced in the primary schools, where increased in-year movement reduced available capacity across several year groups.

Primary School	Total Applications Made	Secondary School	Total Applications Made
01/09/2018 - 31/08/2019	1255	01/09/2018 - 31/08/2019	1267
01/09/2019 - 31/08/2020	1454	01/09/2019 - 31/08/2020	1117
01/09/2020 - 31/08/2021	2243	01/09/2020 - 31/08/2021	1399
01/09/2021 - 31/08/2022	3124	01/09/2021 - 31/08/2022	1794
01/09/2022 - 31/08/2023	3056	01/09/2022 - 31/08/2023	1878
01/09/2023 - 31/08/2024	2533	01/09/2023 - 31/08/2024	1652
01/09/2024-31/08/2025	2111	01/09/2024-31/08/2025	1484

Analysis of the data provided in the table above depicts that in-year applications have begun to stabilise at a lower level. This reduction has eased immediate pressure on some schools; however, capacity constraints remain in specific cohorts.

Despite the reduction in school applications last year, supply pressure persists in some primary year groups, particularly Years 3, 5 and 6, where capacity remains below 2%. As a result, some schools continue to operate close to or above PAN. Primary school sufficiency is therefore under active monitoring to ensure that existing provision remains aligned with demand and that localised pressures can be addressed promptly.

These capacity pressures are also beginning to impact the secondary schools; demand is exceeding earlier projections. In addition, the larger primary cohorts admitted during the peak years are expected to progress into Year 7 over the coming years, placing further pressure on secondary school capacity.

Strategic planning is currently focused on limited small-scale intervention in the primary phase of education to support localised pressure and supporting cohort progression into secondary schools, where larger additional capacity is being planned to meet projected demand. This targeted approach ensures continuity of provision while maintaining flexibility to respond to future changes in demand.

4. Providing School Places

There are two consistent methods for providing additional school places, through either expansions of existing schools or the delivery of new schools.

- **School expansions**

Where a predicted shortfall of places has been identified the first option explored is to expand an existing school. Education Capital Strategy will consult with all schools and decide upon the most cost-effective way forward (after considering expansion opportunities available within various school sites and costs).

- **New schools**

The need for new schools often arises when there are no opportunities to expand existing local schools, or where new housing developments are expected to bring large numbers of new families to an area, or where no existing provision can accommodate additional pupils within the city. Education will determine suitable sites based on location of need, i.e. where

pupil numbers are growing rapidly, and the size of the land to ensure it is of sufficient size to accommodate the proposed number of new pupils. The land size has to be compliant with the Building Bulletin 103 (BB103) and Building Bulletin 104 (BB104) guidelines² for new schools.

There is a presumption in law that when the need to establish a new school arises these schools will be Free Schools. The role of the local authority is to identify a site for the school and to seek applications to run the new school from potential sponsors. CCC intends to work collaboratively with the DfE, the Regional Schools Commissioner, and other external providers as new school(s) are required. The *Childrens Wellbeing and Schools Bill* is proposing to change this, removing the presumption that new schools will be opened as academies and instead allowing proposals for all types of new schools, including allowing local authorities to propose their own new school.

5. Early Years

The Early Years sector in Coventry is committed to its own robust assessment of local needs through a dedicated Early Years Childcare Sufficiency Assessment (CSA). This work underpins the **Coventry Integrated Early Years Strategy**, which outlines a citywide focus on improving outcomes for children aged 0–5. The Strategy not only supports the development of educational, health, and wellbeing outcomes but also aligns with national priorities such as the *Start for Life* programme and the expansion of early education entitlements.

You can find more information in the [Early Years Sufficiency Assessment](#) and [Coventry Early Years strategy 2025 to 2028](#).

Context and Purpose

Analysis of ward-level data highlights uneven demand and capacity across Early Years settings, nursery classes, childminders and wraparound provision. Several wards are operating at very high levels of utilisation (90–100%), indicating pressure on parental choice, system resilience, and the ability to respond to growth in demand. This strategy sets out a targeted approach to explore and develop options in areas of highest pressure, while maintaining sufficiency across the wider system. Sufficiency is calculated at ward level and take up rates will vary depending upon the demographic of the local community.

² BB103 provides area guidelines for mainstream schools in the UK, covering buildings and sites for all age ranges from 3 to 19. BB104 provides area guidelines for school buildings and sites, particularly for special schools and alternative provision.

Key Pressure Points

The data shows consistent and acute pressure in the following areas:

- **Early Years Settings:** In Bablake (97%), St Michaels (94%), Sherbourne (91%), Wainbody (89%) and Wyken (84%), suggesting limited flexibility for new demand.
- **Nursery Classes:** In Wainbody (100%), Upper Stoke (98%), Bablake (97%), Lower Stoke (93%) and Foleshill (90%). There is an existing project in the Upper Stoke ward which will reduce the pressure on this area.
- **Registered Childminders:** In Cheylesmore (100%), Longford (100%), Earlsdon (97%) and Holbrook (87%), alongside low availability in Foleshill (17%).
- **Out-of-School / Breakfast Clubs:** In Holbrook (98%), Lower Stoke (85%), Upper Stoke (83%), Whoberley (82%) and Sherbourne (80%).

% of filled places	Early Years Settings	Nursery Classes	Nursery Unit at Independent Schools	Registered Childminders	Schools with out of school/breakfast club
Bablake Ward	97%	97%	75%	53%	73%
Binley and Willenhall Ward	72%	75%		48%	58%
Cheylesmore Ward	81%	64%		100%	79%
Earlsdon Ward	83%	50%	50%	97%	70%
Foleshill Ward	65%	90%	66%	17%	74%
Henley Ward	72%	82%		56%	62%
Holbrook Ward	75%	76%		87%	98%
Longford Ward	69%	81%		100%	68%
Lower Stoke	77%	93%	65%	75%	85%
Radford Ward	73%	78%		59%	52%
St Michaels Ward	94%	84%		55%	60%
Sherbourne Ward	91%	69%		59%	80%
Upper Stoke*	60%	98%		88%	83%
Wainbody Ward	89%	100%		50%	53%
Westwood Ward	72%	81%		55%	65%
Whoberley Ward	69%	84%		64%	82%
Woodlands Ward	73%	74%		43%	68%
Wyken Ward	84%	85%		64%	70%

Strategic Priorities

Contingent on early years capital funding being received by CCC, places would be added for the following reasons.

Focused Place-Based Exploration

Priority support and capital funding would be utilised in wards where multiple provision types exceed 85–90% utilisation, including Bablake, Wainbody, Upper Stoke, Lower Stoke, St Michaels, Holbrook and Cheylesmore. In these areas, the Early Years team will explore:

- Expansion potential within existing settings
- Opportunities for new provision aligned to local demand
- Better balance between maintained, private, voluntary and independent providers

Strengthening Nursery and School-Led Solutions

High pressure in nursery classes suggests limited capacity within schools. Options to explore include:

- Expanding nursery classes where space allows
- Developing nursery units within schools currently without early years provision
- Encouraging schools in high wraparound demand areas to extend breakfast and after-school offers
- Hollyfast Primary school (Sherbourne Ward) and Keresley Grange Primary School (Bablake Ward) have expressed an interest in expanding the Early Years offer; CCC is supportive of developing these plans under the next phase of DfE School Based Nursery Funding.

Wraparound Provision Expansion

High demand for out-of-school and breakfast clubs requires collaboration with schools, particularly in Holbrook, Lower Stoke, Upper Stoke and Whoberley. CCC will explore:

- Feasibility of extending existing clubs
- Partnership models with PVI providers and community organisations
- Capital or revenue support where lack of provision is a barrier

6. Primary Education

Demographic changes have altered the sufficiency position for both early years and reception school places in recent years. Historically, circa. 95% of pupils born within the city would go on to attend a Coventry primary school, with the remainder choosing to attending other Local Authority Schools, Private Education, or moving out of the Coventry local authority during pre-school age. However, in recent years an increasing number of pre-school children have attended a Coventry school. September 2023 being the first year in a 20-year tracking where the number of children attending a primary school was larger than the relevant birth cohort from 4 years previously. This trend is still being observed and increasing in the September 2025 reception entry. The main reason for this variation being the size of the reception cohort is larger due to in-year migration from families with pre-school children.

Year ending 31 st August of Births	Number of Births	Year of Entry to Primary School	Number of Children attending Coventry Primary School from 1 st September	% of birth cohort who attended primary school
2014	4517	2018	4337	96.0%
2015	4557	2019	4322	94.8%
2016	4564	2020	4303	94.3%
2017	4294	2021	4170	97.1%
2018	4327	2022	4298	99.3%
2019	4309	2023	4361	101.2%
2020	4004	2024	4299	107.4%
2021	3974	2025	4210	105.9%

CCC has taken a phased and responsive approach to primary school place planning over time:

- Phase One (from 2008) delivered a programme of permanent school expansions, introducing 37.3 forms of entry and creating 8,840 additional primary school places.
- Phase Two (from 2017) responded to declining birth rates in certain areas of the city. This led to a re-evaluation of PAN, with reductions implemented at a number of schools where pupils were falling, to ensure provision remained sustainable and aligned with demand.

School	PAN reduction information
Alderman's Green	Reduced from 90 to 60 in Sept 2020
Coundon Primary	Reduced from 90 to 60 in Sept 2021
Frederick Bird	Reduced from 120 to 90 in Sept 2021
Hill Farm	Reduced from 90 to 60 in Sept 2022
John Gulson	Reduced from 90 to 60 in Sept 2020
Little Heath	Reduced from 60 to 30 in Sept 2017
Richard Lee	Reduced from 90 to 60 in Sept 2018
Spon Gate	Reduced from 60 to 30 in Sept 2018
St Bartholomew's	Reduced from 60 to 30 in Sept 2018

From 2022 onwards, increasing in-year migration led to renewed pressure across multiple primary year groups. This has been particularly evident in Years 3,5 and 6, where cohort sizes have grown as pupil moved through.

To manage this demand, CCC adopted a flexible and targeted approach including:

- Working in partnership with schools to introduce temporary bulge classes, typically for a single year group, with the cohort progressing through the school until Year 6.
- Applied the Fair Access Protocol where appropriate, to ensure children could be placed quickly and fairly in specific circumstances.

This strategy allowed CCC to respond to short- and medium-term pressures while avoiding over-expansion in areas where demand is changeable.

The current position shows that in-year application levels have begun to stabilise, following the significant growth seen in previous years. While this has eased immediate pressure in some areas, the impact of earlier migration continues to challenge sufficiency as larger cohorts move through the primary phase.

As a result, primary school sufficiency remains under close review at cohort and local area level. The current strategy is focused on:

- Consolidating existing provision rather than creating new permanent capacity.
- Continuing to use temporary expansion space where additional places are required.
- Ensuring that capacity decisions do not create long-term surplus places should demand reduce in future years.

Education have secured two parcels of land within Coventry for new primary schools. These sites are required, as despite the changed birth rate, the number of homes within the local plan, and number of new homes with approved planning permission, will increase demand within the local area. These Primary school sites will only be brought online in conjunction with the housing developments and the occupation of these homes.

CCC is exploring options with Keresley Grange Primary School to increase places in the North of the city by adding an extra 105 places across all year groups. The driver for this proposed expansion is new housing at the Keresley Urban Expansion, and housing at the former Meggitt's Factory on Holbrook Lane. CCC intend to open a new school on the Keresley housing site as part of the Local Plan; however, demand is not yet sufficient to justify opening the new school, but the pressure is of a nature that it does require additional capacity to be

added in. Expansion at Kerley Grange will increase the schools capacity from 1.5 to 2 forms of entry (FE).

In 2018, a planning application was submitted for a significant housing development as part of the Eastern Green Sustainable Urban Extension. All 3,300 homes have now been approved; CCC has secured land to allow building of (up to) a 3FE Primary School. The neighbouring schools are St Andrews Infant and Eastern Green Junior, the only remaining infant and junior schools within the city. This housing development provides the opportunity for both to schools to extend their age ranges to become all-through Primary Schools. CCC would look to move St Andrews from its current site to the new location, extending to a full Reception to Year 6 cohort. Eastern Green Junior would expand their current provision to a full Reception to Year 6 cohort on its current school site, with investment required. This would be in line with the proposed buildout rate of the housing development; the anticipated timeline is currently by 2030 but will be continuously reviewed as set out above.

7. Secondary Education

Since September 2018, additional capacity has been added in Secondary schools to provide for the larger birth cohorts identified through the pupil forecasts through phases. As agreed at Coventry Education Partnership meetings, the plan has been to deliver and adopt a model of both permanent and temporary expansions to ensure sufficiency of places, current and future viability for schools, and cost efficiency.

As set out in Section 6 the increase of in-year migration (between 2023 and 2025) has increased the number of pupils attending Coventry primary schools, which is impacting on secondary sufficiency when the relevant cohort moves to year 7. As a result of this primary cohorts are larger than previously forecast, meaning more year 6 pupils have been applying for year 7 school places. To respond to this, CCC has adopted the following strategy:

- Working in partnership with schools to either re-utilise former bulge (temporary) classes as part of the One Strategic Plan 2018-2024 or introduce new bulge (temporary) classes.
- The challenges of creating in-year bulge classes within secondary schools, and the difficulties this has created for timetabling and recruitment, has highlighted the need to ensure that available spaces are created at the year of entry and offered through co-ordinated scheme.

Phase One

Between 2018 to 2021 544 additional Year 7 places were created through a combination of temporary and permanent expansions across existing secondary schools in Coventry.

Phase Two

Between 2022 to 2024 the focus was on addressing the projected shortfall of school places through the creation of additional temporary places and bulge classes. This was done to ensure sufficient surplus places across the city. For 2024, plans were adjusted (from 6FE to 10FE) in response to the rise in in-year applications. During this period, 810 additional places were created across 11 secondary schools in Coventry.

Phase Three

Between 2024 and 2027 additional places are required responding to the increase in in-year applications. Due to the more transient nature of phase three this will continue to be reviewed annually in line with the updated pupil forecasts, and the expansion plan may be altered accordingly.

- In total 5 permanent additional classes and 2 temporary additional classes were added for 2025 with a total of 193 Year 7 places added.
- In September 2026, 1 additional Year 7 class has been agreed in addition to the above. This is at Eden Girls School.
- In September 2027, 4 additional Year 7 classes will be needed in addition to the above. These places have been agreed at Blue Coat, President Kennedy, Cardinal Wiseman, and Westwood Academy, projects are in a design stage to add the necessary capacity to these schools.

The capacity added in 2027 should provide sufficiency until 2030, however this will be monitored annually and plans revised accordingly to either add or remove places as required to keep a fair division of surplus places across the city.

8. Special Educational Needs Provision

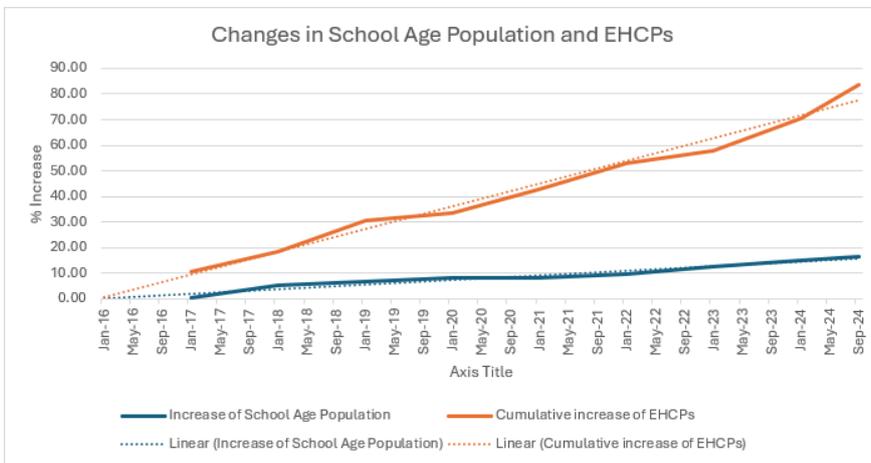
Over the past decade, demand for Education, Health and Care Plans (EHCPs) has risen steeply, far outpacing demographic mainstream growth. This trend is projected to continue, creating significant pressure on specialist school capacity, mainstream inclusion, post-16 pathways, and the High Needs Block (HNB) budget.

Changes within the SEND system have been formally acknowledged since 2019 and the publication of the Education Select Committee's report on SEND, which concluded that

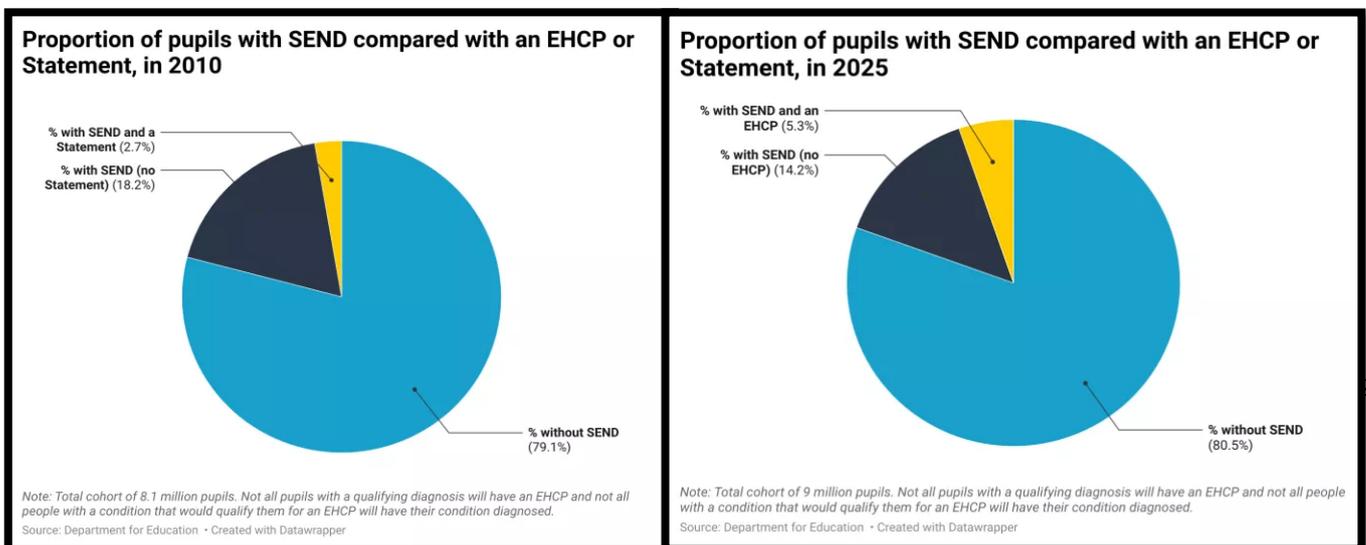
immediate action was required by the Department for Education to secure the feasibility of the national SEND system.

In 2023, a SEND and AP Improvement Plan (2023–2024) was published by the then Conservative government. The Improvement Plan sought to secure a sufficiency of provision for children with SEND by introducing National Standards and inclusion pathways, improved accountability mechanisms, and changes to EHCP processes. These reforms were partially implemented, but paused following the change of government in 2024, pending the publication of a SEND white paper, scheduled for early 2026.

Since 2015, there has been a significant increase in the number of children with SEND whose needs require support to be coordinated through an EHC Plan. This has been evident in Coventry and throughout the UK.



Figures 1 and 2 below show changes in the overall proportion of children nationally with SEND and the proportion of these who have an EHC Plan. These figures illustrate the disproportionate growth in EHC Plans relative to the SEND and general school age populations.



As a result of the disproportionate growth of EHCPs, the demand for specialist placements has increased, exceeding forecasts based on birth rates. The SEND Transformation Strategy has highlighted the below actions:

- Ongoing support and training in the mainstream education workforce and the development of a capital investment, ensuring that mainstream schools are equipped and resourced to meet the needs of children with SEND through high-quality, inclusive, and flexible support.
- Increased number of enhanced resource provision (ERP) places in mainstream schools.
- Expand special school provision within the city, prioritising new places for children with the most complex SEND, so that more learners can access high-quality education locally.
- Establish a dedicated post-16 SEND partnership to increase both the number and diversity of placements available for young people with SEND after age 16, ensuring that all learners can access high-quality, appropriate pathways that support their aspirations and needs as they transition into adulthood.

Future need

Primary

Given the rising demand for EHCPs, the number of pupils in primary mainstream with additional needs has also increased. To meet the needs of these pupils, it is proposed to create resourced provision units on mainstream school sites making use of existing education assets. The following schools currently have ERPs:

School name	DfE number/URN	Phase
Alderman's Green Primary	2000	Primary
Aldermoor Farm Primary	2131	Primary
Blue Coat Secondary School	4800	Secondary
Courthouse Green Primary	2001	Primary
Hearsall Primary	2124	Primary
Little Heath Primary	3435	Primary
President Kennedy	6906	Secondary
Stoke Park School	4033	Secondary
Whittle Primary	2017	Primary

Table of Schools with ERP

CCC has developed a model of provision based on best practice and experience. This best practice states that resource provisions can accommodate up to 10 learners in primary on a mainstream school site (either maintained or academy). However, this is a variable depending on the type of provision being provided.

It is anticipated that 3 primary resource provisions per year will be required over the planned period assuming a population of 10 pupils per provision. For the 2026 academic year these are planned and in construction at; John Shelton, Pearl Hyde, and Henley Green Primary. Following the publication of the SEND white paper, plans will be developed for the next phase of ERPs opening in 2027.

Further expansion of special schools across the city is increasingly challenging due to the landlocked nature of many school sites, which limits the available space for new buildings or extensions. Despite these constraints, efforts are being made to continue to meet the growing demand for special educational needs (SEN) provision.

Secondary

Woodfield Special School (all-through school) is in the process of relocation and expansion at the former Woodlands site. This will create up to an additional 100 SEMH places across both primary and secondary phases. There will be a phased increase in places from September 2026.

Sherbourne Fields Special School has recently expanded to accommodate the larger primary cohort moving through to secondary phase.

Baginton Fields Academy expansion will provide up to an additional 74 additional places across the secondary phase of education for a wide range of pupils with an EHCP. This project is expected to be completed in 2027.

Due to the rising demand for specialist school placements, it is likely that further expansion of schools will be required. Consultation has been undertaken with Special School Headteachers to explore options to deliver extensions to their existing accommodation.

Blue Coat opened an ERP in September 2025, initially creating 7 places. This ERP will expand by circa. 7 pupils per year and will have a maximum capacity of 30.

Plans are underway to develop further secondary ERP's to create more specialist provision within mainstream education.

SEND Post 16

The number of post-16 learners with EHCPs is projected to increase by over 60% between 2026 and 2031. Post-16 provision in special schools is expected to grow by a similar

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proportion, driven by larger secondary cohorts moving into post-16 education and limited progression into alternative pathways at the end of Year 11.

This pattern is reinforced by provider-level data within the further education sector, which shows continued and accelerating growth in demand across Coventry College, Hereward College, adult education, and alternative and out-of-school provision. Overall demand across these providers is projected to increase substantially by 2031. This reflects rising EHCP demand alongside ongoing capacity constraints within specialist school settings. Work is underway to assess and understand the impact and necessary actions required to respond to this trend.

9. Additional capital funded works

Education capital spending focuses on improving and maintaining the physical school estate so that it supports safe, inclusive, and effective learning. Investment decisions are guided by long-term need, ensuring school buildings remain fit for purpose while responding to changing educational, environmental, and community requirements.

Energy investment supports the transition to more efficient and sustainable school buildings. The Education team has recently supported projects to deliver net-zero carbon at St Christopher Primary and Ravensdale Primary. Further work is underway to look at options for upgrading heating systems, improving insulation, installing energy-efficient lighting, and, where possible, incorporating renewable technologies. These works will aim to reduce carbon emissions, lower running costs, and create more comfortable learning environments, helping schools contribute to wider climate and sustainability goals.

The Strategic Energy Partnership (SEP) is currently developing proposals to roll out solar panels, plantroom insulation and BMS improvements across the school buildings in Coventry. The funding for this programme of work is still undecided but is likely to involve a power purchase agreement (PPA) rather than grant funding. The schools will also benefit from education engagement sessions via the SEP Social Value Fund.

Access works ensure that school buildings are accessible and usable for all pupils, staff, and visitors. This work removes physical barriers and improves movement around sites through measures such as ramps, lifts, accessible toilets, improved entrances, and safer external routes. Access projects also support compliance with equality legislation and help schools better meet the needs of learners with additional support requirements.

Suitability investment adapts buildings, so they align with modern teaching methods and curriculum needs. This can include reconfiguring spaces, upgrading specialist classrooms, improving ICT infrastructure, and creating flexible learning environments. Suitability projects help schools respond to changes in pupil numbers, curriculum delivery, and the way education is delivered, ensuring buildings actively support learning rather than constrain it.

Condition spending addresses the repair and replacement of aging or failing building elements to keep schools safe, operational, and resilient. This includes work on roofs, windows, electrical systems, plumbing, and structural components. By tackling condition issues early, capital investment reduces the risk of disruption, extends the life of school assets, and protects public investment in the education estate.

Appendices

Appendix 1 - Primary Planning Areas

Information available:

https://www.coventry.gov.uk/downloads/file/31710/primary_planning_areas

Appendix 2 – Secondary Planning Areas

Information available:

https://www.coventry.gov.uk/downloads/file/31711/secondary_planning_areas

Appendix 3 - Education Pupil Yield Methodology

CCC requests developer contributions through Section 106 agreements to support educational infrastructure impacted by new housing developments. The Coventry Local Plan 2011-2031 which is estimated to lead to over 13,200 additional children across all age ranges has followed a period of public examination and consultation on proposed modifications. There are also significant numbers of housing developments receiving planning outside the Local Plan process, which have already impacted on local schools. CCC do not request developer contributions on one-bedroom dwellings as they are unlikely to generate school pupils.

These contributions are determined by two main factors: the DfE's cost per pupil multiplier for Coventry and the pupil yield anticipated from the development. Contributions are sought for Early Years, Primary, Secondary, Sixth Form and SEND; ensuring they are aligned with government policies and local authority practices.

The way in which Education selects schools to secure contributions towards expanding school places, as part of the Section 106 process, is determined by the following criteria:

- Good value for money
- Ensure contributions requested align with CCC's One Strategic Plan and its ongoing programmes

- Select schools close to the development where possible, but must also factor in localised areas of pressure City wide
- All schools are selected equally and fairly

Cost Multiplier

There is no nationwide funding formula for Early Years provision, however there is guidance based on the amount of floor space that an Early Years child will need based on age of the child. Providers must meet the following indoor space requirements:

- Children under two years: 3.5 m² per child
- Two-year olds: 2.5 m² per child
- Children aged three to five years: 2.3 m² per child

The variation in Early Years provision between AM and PM sessions, and the high turnover of providers mean that this can often be a variable that changes monthly. For this reason, the same cost multiplier as primary aged pupils are used.

The DfE provide an annual update to this figure and for 2025/2026 this figure is £19,288.30. The Secondary calculation has been updated by the DfE to a figure of £24,783.22. These new figures have been confirmed by the DfE and are expected to rise in the future in line with inflation. Therefore, the cost per pupil multiplier will be updated as and when the DfE provide the new allocation allowance for Coventry.

The DfE do not provide costs per pupil place for Sixth form pupils. Therefore, the methodology for this, takes the Secondary calculation and adds the additional floor space required for a sixth form pupil. The additional floor space required for a sixth form pupil over a secondary age pupil is a recognised DfE statistic. The basis behind these floor space calculations is the extra equipment and supervision that sixth form pupils require over secondary age pupils. The DfE state the additional floor space required be larger than that for Secondary and working this out as a percentage sixth form pupils require 30% more space than Secondary. Therefore, 30% has been added to the cost multiplier for Secondary to give a total for a single sixth form of £32,217.90

For SEND, as there is no DfE multiplier, Coventry uses the benchmarking mechanism undertaken by the DfE in 2023, which recommends that ‘Special schools require more space per pupil than mainstream schools, and this should be reflected in the assumed costs of provision. Education Capital Strategy recommend that developer contributions for special or alternative school places are set at four times the cost of mainstream places, consistent with the space standards in Building Bulletin 104. There is also the National School Delivery Cost Benchmarking report for the costs of delivering SEN school places.’ The DfE recommend for £96,806 average cost per pupil place for SEN, Coventry’s cost per pupil multiplier has been updated to match this figure.

Pupil Yield

Early Years

The early years entitlements are:

- the 15 hours entitlement for eligible working parents of children from 9 months to 2 years old (new entitlement from 1 September 2024)
- the 15 hours entitlement for eligible working parents of 2-year-old children (new entitlement from 1 April 2024)
- the 15 hours entitlement for disadvantaged 2-year-olds
- the universal 15 hours entitlement for all 3 and 4-year-olds
- the additional 15 hours entitlement for eligible working parents of 3 and 4-year-olds

The entitlement hours are up to 15 hours of childcare a week over 38 weeks of the year (equivalent to a maximum of 570 hours a year), or, for 3 and 4-year-olds, up to 30 hours of childcare a week over 38 weeks of the year for qualifying children of working parents (equivalent to a maximum 1,140 hours a year).

From September 2025, eligible working parents of children aged 9 months and above will be able to access 30 hours (over 38 weeks a year) from the term following their child turning 9 months to when they start school.

Due to the extended entitlements the Early Years contribution request is calculated from asking for 2 years' worth 15 Hrs with the take up rate of funded 2 years and 3.3 years of 30 Hrs being added into this. This will be co-ordinated each year with Early Years colleagues to consider the take up rates.

Primary and Secondary

Coventry has seen an increase in the number of children requiring a school place in the city. This trend is expected to continue due to the new housing in the city. In essence more people within Coventry are having more children. The formula for this is by examining the total number of eligible homes within Coventry and the current Number on Roll in Schools, split between Primary and Secondary. This gives the pupil yield for how many school age children the current housing stock within Coventry provides. The pupil yield from a single eligible dwelling for primary is 0.38 and for secondary 0.32 pupils per eligible household.

Sixth Form

The formula for this is calculated from the proportion of children staying on in sixth form or in education between Years 12 and 13. However it is still an inconsistent indicator, therefore the percentage applied to the children staying on rate will be based on the stay on rate of children

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the September before the application was received. For the most recent year, the drop off between year 12 and year 13 was 8.9% of the cohort, therefore, to incorporate this into the pupil yield only 1.9 year groups are requested. This has resulted in a reduction in the sixth form contribution asked for.

Primary SEND

To calculate the primary SEND contribution, CCC use the school census (published three times annually). This lists the student details for the current mainstream and BSSS cohort and the number of children within this cohort with an EHCP. By understanding the total number of EHCPs within the current primary cohort, it is possible to calculate the current % of the cohort with additional needs arising from new housing. By dividing the figures of total cohort by number of EHCPs a total of 4.18% is received. This factor will be applied to the pupil yield calculation for primary. This figure will be updated annually as the number of EHCPs is rising in excess of proportionality of the general increase in population.

Secondary SEND

The Secondary SEND pupil yield is calculated using the same method of calculating the current number of secondary age pupils with an EHCP and dividing by the total amount of children in Secondary education. The current amount of EHCPs within Secondary school is 4.74%. This figure will be updated annually as the number of EHC plans is rising more than proportionality of the general increase in population.



Public report Cabinet

Scrutiny Coordination Committee
Cabinet

12 March 2026
17 March 2026

Name of Cabinet Member:

Cabinet Member for Public Health and Sport – Councillor K Caan

Director approving submission of the report:

Director of Care, Health and Housing

Ward(s) affected:

All

Title:

Coventry: City of Movement Strategy 2026-2031

Is this a key decision?

Yes - the proposals are likely to have a significant impact on residents or businesses in two or more electoral wards in the city.

Executive summary:

A co-produced joint Coventry: City of Movement Strategy has been developed, led internally by the Sport, Physical Activity and Wellbeing Team.

This new Strategy is intended to enable the City Council and its partners to progress further following the Coventry Sports Strategy 2014-2024 and the Physical Activity Framework 2019-2024, through creating a greater joined up system between health, sport, physical activity and movement with the concept of 'movement' at its core.

Over 70 organisations across Coventry were involved in the development of the strategy alongside a survey of residents that elicited 1398 responses gathering insight on local people's current movement habits, the barriers preventing them from being more active and their requirements which would contribute to making Coventry a City of Movement. This input was supplemented by public health data and insights along with the findings of other relevant needs assessments (Indoor Sports Facilities Strategy and Needs Assessment and the Playing Pitch and Outdoor Sport Strategy) to develop the following three strategic themes:

1. Active System: Connecting better
2. Active People: Movement for everyone
3. Active Place: A place of movement

An Equalities Impact Assessment (EIA) was also completed to assess the impact of the new Strategy on stakeholders, protected groups and service users. Based on the EIA, a positive impact has been identified for one or more groups.

Recommendations:

Scrutiny Coordination Committee is recommended to:

- 1) Support the strategic direction outlined in the presentation.
- 2) Provide recommendations to the Cabinet Member for Public Health and Sport to review in respect of how the strategy is progressed / delivered.

Cabinet is recommended to:

- 1) Approve the adoption of the Coventry: City of Movement Strategy attached as Appendix 1 to this report.
- 2) Delegate authority to the Director of Care, Health and Housing, following consultation with the Cabinet Member for Public Health and Sport, to take all necessary, incidental or ancillary actions deemed appropriate to proceed with the implementation of the Coventry: City of Movement Strategy.
- 3) Delegate authority to the Director of Care, Health and Housing, following consultation with the Cabinet Member for Public Health and Sport, to make variations as required to the City of Movement Strategy and associated place partnership Delivery Plan.

List of Appendices included:

The following appendices are attached to the report:

Appendix 1 – Coventry: City of Movement Strategy
Appendix 2 – Equalities Impact Assessment
Appendix 3 – Let's Talk Movement Report

Background papers:

None

Other useful documents:

[Coventry Sports Strategy 2014-2024](#)
[Physical Activity Framework 2019-2024](#)

[Coventry Indoor Sports Facilities Strategy 2025](#)
[Coventry Playing Pitch and Outdoor Sport Strategy 2023](#)
[Coventry Sport and Leisure Charter for people with disabilities](#)

Has it or will it be considered by Scrutiny?

Yes

Scrutiny Co-ordination Committee (Scruco) – 12 March 2026

The emerging Strategy was also taken to Scrutiny Board 5 in April 2025 to brief members on the Strategy's development and arising key themes.

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

No – although reports will be submitted to the Coventry Health and Wellbeing Board for ongoing monitoring, with updates on progress, at least annually.

Will this report go to Council?

No

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Report title: Coventry: City of Movement Strategy

1 Context (or background)

- 1.1. A co-produced joint Coventry: City of Movement Strategy has been developed, led by the Sport, Physical Activity and Wellbeing Team.
- 1.2. This new Strategy is intended to enable the City Council and its partners to progress further following the Coventry Sports Strategy 2014-2024 and the Physical Activity Framework 2019-2024, through creating a greater joined up system between health, sport, physical activity and movement with the concept of 'movement' at its core.
- 1.3. Significant progress has been made in Coventry as a result of the delivery of the previous strategies and as a result the City has much to be proud of. As a City we have:
 - ◀ Invested over £100m into sport and physical activity facilities
 - ◀ Invested into parks and green spaces to support physical activity in local communities
 - ◀ Coventry was awarded European City of Sport in 2019
 - ◀ Coventry City Council and CV Life developed and launched the Go CV card giving reach to over 130,000 people in the City
 - ◀ Coventry has also been identified as one of the 27 Place Partners set to benefit from a share of Sport England's place-based investment funding
- 1.4. We have also seen improvements in activity levels between 2018 and 2022 (2022 being the most recent data) through our household survey with a higher proportion of adults in Coventry participating in active travel. There is however more to be done, with those aged 35-54 being the most inactive age group and with children being more inactive than compared to England overall, but improving.
- 1.5. In order to ensure this new Strategy responds to the needs of the community, extensive engagement has taken place with over 70 organisations across Coventry involved in its development alongside a survey of residents that elicited 1398 responses gathering insight on local people's current movement habits, and the barriers preventing them from being more active which were primarily related to time, motivation and other commitments meaning people have limited time to participate in physical activity.
- 1.6. This input was supplemented by data and insights along with the findings of other relevant needs assessments (Indoor Sports Facilities Strategy and Needs Assessment and the Playing Pitch and Outdoor Sport Strategy) to develop the following three strategic themes for the City of Movement Strategy that have been supported by partners across the City and as an outcome of our work with Knight, Kavanagh and Page (KKP), a firm of consultants that have worked with us on the production of this and other sports strategies.

1.7 **Active System: Connecting Better**

1.8 Outcome(s): The system for movement, physical activity and sport in Coventry is cohesive: creating and sustaining the conditions within which sport and physical activity opportunity is universally promoted, understood, effectively delivered and sustainable.

1.9 What this means: Put simply, this means all agencies in the city being interested in promoting, delivering or assisting people to take part in movement and physical activity working well together to support our residents to be active and move more often. This is an opportunity to build on the solid foundations and strong partnerships created by the Coventry Sports Strategy 2014-2024, Coventry on the Move and Coventry's experiences as the UK City of Culture to be a leading national example of how physical activity, movement and sport can contribute to the health and wellbeing of its communities.

1.10 **Active People: Movement for Everyone**

1.11 Outcome: Increased engagement and participation in movement, physical activity and sport for all Coventry residents, in particular among people from its most deprived and vulnerable groups.

1.12 What this means: This Strategy aims to support the whole population in Coventry to be active. This means supporting all Coventry residents of all ages from all parts of the city to develop and maintain lifelong physical activity and sport habits. More accessible opportunities need to be provided for people who experience the greatest levels of inequality and/or who experience other significant barriers to access and need additional input and support.

1.13 **Active Place: A Place of Movement**

1.14 Outcome: Coventry residents are better connected to, and benefit from moving and being physically active in, built and outdoor environments.

1.15 What this means: Creating and sustaining places to be active in Coventry means ensuring that both natural and built environments are attractive, accessible, affordable and safe for all residents.

1.16 It also means engaging with communities in a way that reflects the fact that movement and activity needs to be wrapped around people's daily lives, in their homes, at work, in schools, in parks and playgrounds, at community centres, in faith settings - and embedded in the way in which people travel in and across the city.

1.17 Enabling better places for movement and physical activity is also about working with agencies outside or linked to the physical activity sector to create change. This includes the range of organisations representing the outdoor and natural environments.

1.18 In terms of the built environment, the continued growth of the city and development of regenerated housing estates creates opportunities to ensure that housing development is designed to enable and encourage movement and physical activity.

1.19 Evaluating impact

1.20 In line with the priorities of the City Council's One Coventry Plan, its health and wellbeing strategy and principles established by the Marmot approach, this Strategy will:

- ◀ Be evidenced based and data driven.
- ◀ Tackle inequalities via a collaborative approach, involving co-production.
- ◀ Use evaluation to demonstrate effectiveness and ensure continuous improvement.
- ◀ Listen to our residents and what matters to them.

1.21 Should the Strategy be approved, a mixed methods approach will be taken to the evaluation of Strategy themes and actions, emphasising the need for continuous learning, and the participation/co production with local residents.

1.22 Qualitative approaches, including case study / story telling development will be most appropriate to understand the impact on people and their experiences. Whereas quantitative data, such as the demographic profile use with Go CV and taking part in outreach activities, will also be collected to understand changes in activity where this is captured.

1.23 As an emerging Sport England place partnership area, the lead agencies in Coventry will adopt the National Evaluation and Learning Partnership (NELP) conditions for change listed below as part of their ongoing impact evaluation of this Strategy and across all place-based work.

- ◀ Process for Identifying the barriers and enablers of physical activity.
- ◀ Organisational policies, processes, and structures that enable place-based working.
- ◀ Capacity and capability across the workforce, volunteers and communities.
- ◀ Collaboration.
- ◀ Leadership.
- ◀ Community-led action.
- ◀ Cultures and practices for physical activity.
- ◀ Built and natural environments that enable physical activity.
- ◀ Cycles of learning and action.

2. Options considered and recommended proposal

2.1 Option 1 – Approve and adopt the Coventry: City of Movement Strategy (Recommended)

2.2 Based on the research undertaken, stakeholder / resident engagement, and alignment with the city's strategic goals, Cabinet is recommended to approve the Coventry: City of Movement Strategy.

- 2.3 Its implementation will contribute to a healthier, more active population, enhanced community engagement, and a sustainable sports, physical activity and movement infrastructure for future generations.
- 2.4 This Strategy will serve as a blueprint for the current and future development of sport, physical activity and movement initiatives, meeting the needs of the diverse Coventry population focussing on the whole life course.
- 2.5 During the development of the Strategy, Coventry was announced as one of 27 Place Partners set to benefit from Sport England's Place Expansion into communities with the greatest needs across England. The programme is designed to tackle inactivity and inequalities by making sport, physical activity and movement accessible for everyone. This Strategy will be used as an evidence base to inform all future place-based investment into the city, alongside local consultation in place.
- 2.6 This is a policy development that has been supported by over 70 stakeholders, including national partners such as Sport England. The development of a Strategy is recognised as good practice for local authorities across England to adopt and reinforces Sport England's Uniting the Movement Strategy at a local level.
- 2.7 The Strategy and its extensive engagement will be used to identify priorities to enhance existing physical activity provision, as well as supporting new provision to meet the identified needs of local people, creating more opportunities for movement.
- 2.8 The adoption of the Strategy will also support planning decisions and inform future Section 106 investments in the city, linked to key sites identified in the Coventry Indoor Sports Facilities Strategy and Playing Pitch and Outdoor Sports Strategy. The Coventry: City of Movement Strategy also enables infrastructure investment decisions to be locally led based on the priorities identified through public consultation for natural and built environments to make Coventry 'A Place of Movement'.
- 2.9 **Option 2 - To not adopt the Coventry: City of Movement Strategy (Not Recommended).**
- 2.10 If the Council chooses not to adopt the Strategy, this will go against national guidance and would not enable Coventry to plan strategically for future sport, physical activity and movement initiatives.
- 2.11 Not adopting the Strategy would also reduce the opportunity for potential funding from national partners, such as Sport England, as their investment would need to align to a citywide strategy. Therefore, it would reduce any potential future investment into place-based programmes for targeted physical activity interventions in areas of highest need, negatively impacting upon residents in these communities.
- 2.12 If the Strategy was not adopted, it would also impact on the 70 key stakeholder and other organisations within the voluntary sector that would use the strategic need and evidence base of the Strategy to underpin funding applications and local decision making.

3. Results of consultation undertaken

- 3.1. To deliver the Strategy, the Cabinet Member for Public Health and Sport instructed an independent consultancy to support the city partners to develop the Strategy. Knight, Kavannah and Page (KKP) were appointed to have a significant number of consultations with stakeholders across the city.
- 3.2. The Strategy is the result of an extensive research and consultation process which included direct engagement with over 70 stakeholders representing the NHS, schools, the voluntary sector, representatives from higher and further education (HE/FE), officers from Coventry City Council (CCC), public leisure facilities operator CV Life, Think Active (the active partnership for Coventry, Solihull, and Warwickshire) and the Positive Youth Foundation (PYF).
- 3.3. Our Public Health team supported the Strategy's development process by obtaining insight data from the Active Lives Survey and Coventry Household Survey.
- 3.4. A series of consultation workshops took place during 2025 with key stakeholders at both an operational and strategic level, bringing together representatives mentioned above to understand citywide priorities. The first two workshops consulted stakeholders to understand citywide priorities, whilst the second set of workshops presented the first iteration of the Strategy to test the concepts and language before refining the Strategy further.
- 3.5. In addition, the Strategy's findings and suggested actions were further informed by a significant public consultation process via a resident survey ([Lets Talk Movement - LTM](#)). The survey, which was commissioned by CCC, gained 1,398 responses.
- 3.6. The public consultation process involved the following engagement:
- 3.7. Online / email engagement that was undertaken:
 - ◀ Launch video with Councillor Kamran Caan – Facebook, Instagram and Tik Tok.
 - ◀ Two additional videos on Facebook, Instagram and Tik Tok.
 - ◀ Council intranet – posted on round-up three times, with a banner up for two weeks.
 - ◀ Gov Delivery email with survey link to Go CV (twice), Your Coventry, Let's Talk and Sport databases.
 - ◀ Emails sent to over 200 voluntary, community and special interest groups in the city, including information about the survey and a link to it, with a request to share with their audiences.
- 3.8. Partners involvement:
 - ◀ Sent toolkit with posters, social media and email examples.
 - ◀ Shared on their social media channels and to groups and their networks.
 - ◀ Supported their own groups to complete the survey.

3.9. Outreach work:

- ◀ Outreach was focussed on non-traditional space where people may not be active.
- ◀ EnV Coventry volunteers carried out 15 outreach sessions at various locations in the city, supporting residents with completing the survey.
- ◀ Outreach sessions at the Coventry City Football Club FanZone at two home fixtures. Alongside this there was information in the matchday programme and on the scoreboard.
- ◀ Posters and information were delivered to all Coventry Libraries and Family Hubs, in addition to other community buildings.
- ◀ Information on screens at Council buildings and at the Coventry Building Society Arena.

3.10. The overall response rate included 2,800 people who were aware (landed on the LTM survey page), 1,700 were informed (watched a video/read a document) and 1,398 were engaged (completed a survey). 1,398 responses were received.

4. **Timetable for implementing this decision**

- 4.1. Subject to approval of the recommendations contained within this report, the Strategy will be adopted as a policy of the City Council with immediate effect.
- 4.2. The subsequent implementation of the Strategy will be managed and reviewed by the Coventry Strategy Core Group – with regular updates to the relevant Cabinet Member(s) and oversight through the Coventry Health and Wellbeing Board.

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

5.1. Financial Implications

5.1.1 There are no financial implications within this report. The Strategy provides a strategic framework under which a more joined up system between health, sport, physical activity and movement can be created. The Council will work with multiple external partners to utilise various funding sources for investments and improvements related to the Strategy and will report back to the Cabinet Member on the development of these.

5.2. Legal Implications

5.2.1 Section 19 of the Local Government (Miscellaneous Provisions) Act 1976 gives the Council the statutory power, but not duty, to provide such recreational facilities as it thinks fit, including indoor and outdoor sports facilities.

5.2.2 Legal implications will arise from the delivery of the Strategy and Action Plan, including under public procurement, subsidy regime, GDPR, Health and Safety, property, planning and highways legislation. Appropriate legal advice will be provided at the relevant time as needed.

5.2.3 As the Strategy will involve children and vulnerable adults, there is a requirement to comply with the Children's Act 2004, Working Together to Safeguard Children and the Care Act 2014.

6 Other implications

6.1 How will this contribute to the [One Coventry Plan](#)?

6.1.1 Improving outcomes and tackling inequalities within our communities – The commitment to supporting the role of sport, physical activity and movement as a preventative measure for ill-health and to improve health outcomes.

6.1.2 Improving the economic prosperity of the city and regions – The Strategy supports the need for investment into the city's areas of highest need. Targeted interventions linked to the evidence base within the Strategy will contribute to tackling inequalities by making physical activity more accessible to residents who live in an economically disadvantaged area. The use of events will also play a part in helping improve economic prosperity as the city has developed a significant approach to major events that not only support the economic impact but also the social impact.

6.1.3 Tackling the causes and consequences of climate change – One of the three core themes within the Strategy is a priority to make Coventry an active place. Local partners in the city and wider West Midlands region (including the West Midlands Combined Authority – WMCA) are committed to both adults and children having a positive experience outdoors. This is illustrated by the aims to offer:

- ◀ More accessible, welcoming and safe community spaces.
- ◀ Greater availability of green, grey and blue local spaces of the highest quality.
- ◀ Outdoor community events in/at walkable environments.
- ◀ More and improved access to walking, cycling, and active travel by creating the optimum environmental and social conditions to enable this to happen.

6.1.4 Continued financial sustainability of the Council – The Strategy will increase opportunities to secure grant funding (such as Sport England's Place Expansion investment) that aims to tackle stubborn inequalities and barriers to physical activity in areas of the highest need. It will also help in terms of the localised approach with communities and the need to have a joined up cross policy / Council services approach.

6.1.5 Council's role as a partner, enabler and leader – The Council has led on the development of the Strategy, in partnership with the Strategy Core Group, which has brought together over 70 organisations from a range of sectors and will lead on the delivery of the Strategy and place based expansion as we take a leadership and enabling role in the development of the place partnership.

6.2 How is risk being managed?

- 6.2.1 Risk associated with this Strategy will be managed through the Strategy Core Group (which will evolve to include more partners/stakeholders), who will continue to work with national and local partners to monitor and evaluate the progress of the Strategy against its themes and actions.
- 6.2.2 Regular briefings with the Cabinet Member for Public Health and Sport will allow for updates and progress reports to assist with managing any risk. This will also include regular reporting into the Health and Wellbeing Board and Scrutiny Board in terms of progress on the delivery.

6.3. What is the impact on the organisation?

- 6.3.1 None

6.4 Equalities / EIA

- 6.4.1 An EIA has been completed to assess the impact of the Strategy on stakeholders, protected groups and service users and is attached as Appendix 2. Based on the EIA, a positive impact has been identified for one or more groups.
- 6.4.2 The Disability Equality Action Partnership (DEAP) will also continue to be briefed and consulted (ongoing) as part of the Strategy implementation process to improve access and experiences of sport, physical activity and movement for people living with disabilities and long-term illnesses. The DEAP will also be a key driver to deliver the leisure charter that supports the agenda on Sport, Physical Activity and Movement.
- 6.4.3 As the Council progresses projects and/or schemes aligned to the Strategy, further EIAs will be undertaken and developed for each individual proposal, alongside any associated business planning. The Core Strategy Group, which will be developed, will also support the delivery of any EIAs as part of any planned developments.

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

- 6.5.1 As stated above one of the three core themes within the Strategy is a priority to make Coventry an active place. This can have a positive impact on the environment through:
- ◀ More accessible, welcoming and safe community spaces.
 - ◀ Increased and more equitable availability of green, grey and blue local spaces of the highest quality for people and nature.
 - ◀ Outdoor community events in/at walkable environments across the City.
 - ◀ More and improved access to walking, cycling, and active travel by creating the optimum environmental and social conditions to enable this to happen.

6.6 Implications for partner organisations?

- 6.6.1 In partnership with the Council, local partners and stakeholders representing the NHS, schools, the voluntary sector, representatives from higher and further education, public

leisure operators, the Active Partnership and the Coventry Youth Partnership, will be guided by the Strategy to inform their focus and priorities for future interventions.

6.6.2 The Strategy’s development has also been supported by Sport England National Lottery Funds and they continue to be a key stakeholder for the place expansion programme.

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

Coventry: City of *Movement* Strategy



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With Thanks to Knight, Kavanagh and Page (KKP) for its independent consultancy support to help Coventry produce the Coventry City of Movement strategy.

PART 1: INTRODUCTION

This is Coventry's City of Movement Strategy.

This strategy is produced from a position of strength regarding what we have delivered as a City through our previous strategy where we have developed facilities costing over £100m, invested in parks and green spaces to enable physical activity in local communities and where we were awarded European City of Sport in 2019. We have also developed our Go CV card which has over 130,000 people signed up to receive discounts and promotional material on sports and physical activity in Coventry.

We do however recognise that there is more to do and the ambition of this strategy is straightforward: to encourage more Coventry residents to move more often alongside providing opportunities to take part in more physical activity and sport. The key aim is to reduce health inequalities across the city by better supporting those who face the greatest barriers to being active.

It is the result of an extensive research and consultation process which included direct engagement with over 70 stakeholders representing the NHS, schools, the voluntary sector, representatives from higher and further education (HE/FE), staff from Coventry City Council (CCC), its leisure facilities operator CV Life, Think Active (the active partnership for Coventry, Solihull, and Warwickshire) and the Positive Youth Foundation (PYF). In addition, the strategy's findings and suggested actions are informed by a resident survey (Lets Talk Movement - LTM) which was commissioned by CCC. This gained over 1400 responses.

1.1 Why a city of movement?

Coventry has long been a city that champions movement, physical activity and sport. From its founding role in the cycling industry, it being European City of Sport in 2019¹ to helping deliver the 2022 Commonwealth Games. It is a young, growing, diverse city which has a positive story to tell about how its communities and agencies work together to promote movement, physical activity and sport.

Through developing a city of movement, the aim is to make movement and physical activity an essential part of everyone's daily routine, helping all residents to live long and healthy lives which will form a significant further step in Coventry's story as an active city.

This commitment to supporting the role of physical activity as a preventative measure for ill-health and to improve health outcomes represents a collective, cross sector vision. It stems from the long-term focus on addressing inequality, enshrined within the One Coventry Strategy, the city's population health framework (see figure 1.1 below), its Marmot City status and the government's recent NHS 10-Year Plan all of which recognise the link between movement, physical activity and improved health outcomes.

'Sport & physical activity plays a key role not only in improving our mental & physical wellbeing, but in creating opportunities for people to make new connections, reduce social isolation and bring communities together.'²

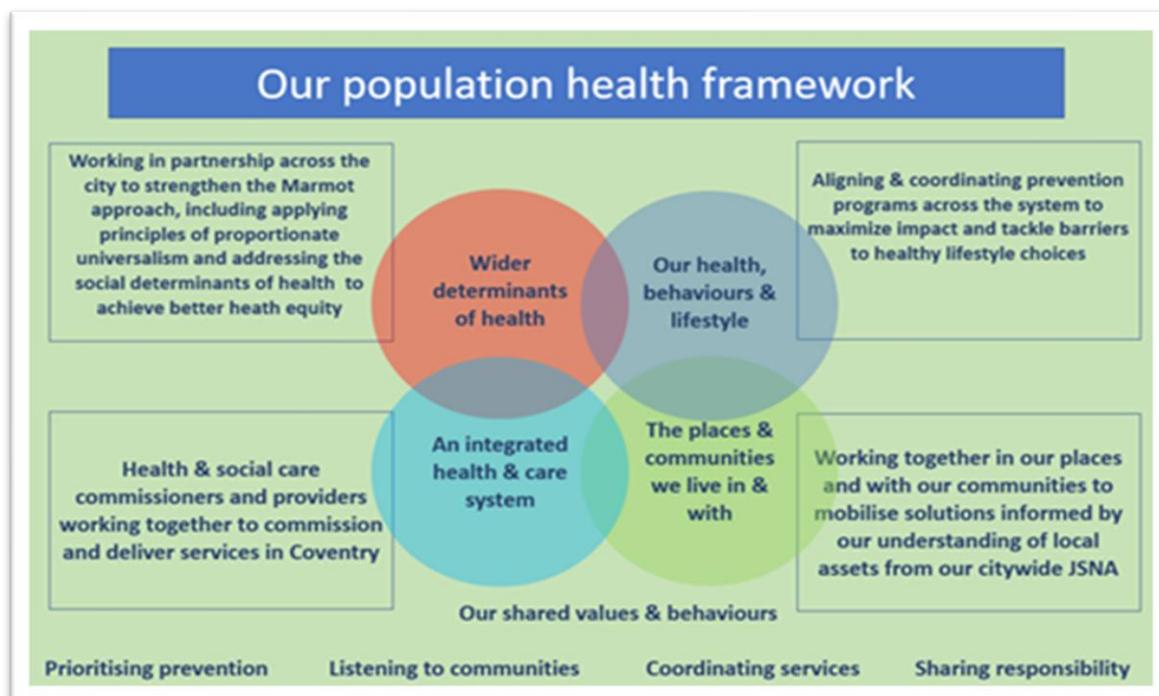
Themes discussed in the strategy align with the Coventry Local Plan (and the 2025 review), its parks and greenspace strategy, its indoor sports (sport/physical activity) facilities strategy, and its playing pitch and outdoor sports strategy, presenting a solid foundation upon which the City can build.

¹ <https://www.europeana.eu/en/stories/coventry-city-of-change-and-movement>

² Coventry Health and Wellbeing Strategy.

Maintaining our progress to truly be a city of movement will require a collaborative effort, led by local community organisations, charities, CCC, agencies such as CV Life, partners in the NHS, schools and community sports clubs. **The effectiveness with which we work together to help residents move more will dictate the success of this strategy.**

Figure 1.1 Coventry population health framework



The impact of cost-of-living challenges, and other ongoing barriers including the legacy of the Covid 19 pandemic have further exacerbated health inequalities across the city. Residents in more deprived areas live shorter lives and spend a greater proportion of their lives in poor health than those who live in less deprived localities. This affects the service delivery of voluntary bodies, community and social enterprises.

Momentum addressing levels of physical inactivity among the city’s most vulnerable residents has been building over recent years. The Coventry on the Move framework established the principle that all people living in the city deserve access to good quality opportunities to be active. A proportionate universalism approach has been adopted, placing focus on supporting those who experience the greatest barriers to participation, such as those with the lowest levels of income or the unemployed, those living in poor housing and people with a long-term limiting illness or disability.

The city has a strong platform to build on based on effective cross sector partnerships and, in Go CV, a sector leading digital scheme with over 130,000 members it can reach an even larger portion of city residents focusing on those who may not as yet be engaged.

In line with the priorities of the city council’s One Coventry plan, its health and wellbeing strategy and principles established by the Marmot approach, this strategy will:

- ◀ Be evidenced based and data driven.
- ◀ Tackle inequalities via a collaborative approach, involving co-production.
- ◀ Use evaluation to demonstrate effectiveness and ensure continuous improvement.
- ◀ Listen to our residents and what matters to them.

It is based around the following three core themes

- ◀ Connecting better.
- ◀ Movement for everyone.
- ◀ A place of movement.

PART 2: living an active life in Coventry

2.1 What do we mean by movement, physical activity and sport?

The World Health Organisation (WHO) defines physical activity as any bodily movement produced by skeletal muscles that requires energy expenditure. Physical activity refers to all movement including during leisure time, for active travel (walking, cycling) to get to and from places, or as part of a person's work or domestic activities.³

The title City of Movement reflects the fact that being physically active takes many forms and occurs in varied settings throughout life. For this reason, it is framed by the broadest definition of movement and physical activity. This encompasses activities in the home and daily routines (such as housework, gardening, shopping), in the workplace or education settings (for example walking between meetings or PE lessons), during leisure time and through active travel (for example, walking or wheeling). These sit alongside more strenuous or sport-based activities, including going to the gym or playing football.

Leisure centres, playing fields, playgrounds, parks and community centres will continue to be hubs of activity where a huge range of activity takes place. It is also accepted that not everyone has equal level of access to these environments and that the standard of these facilities varies across the city.

Whilst Active Lives data suggests that running, swimming, going to the gym and football are currently the most popular⁴ physical activities amongst Coventry residents, many other pursuits are, will be and should be available. Listening to the city's diverse communities, discovering what activities people want to do and then finding ways to support them to take part in, and perhaps lead, these activities will be essential.

2.2 Coventry: demographic profile

Factors such as an individual or family's income level, work status, housing, gender, age, ethnicity, whether they have a disability or live in an economically deprived area, continue to affect their habits around movement and physical activity⁵.

Coventry is one of the most ethnically diverse cities in the UK⁶. More than 50% of schoolchildren are from a defined global majority group (up from just under 40% in 2012).⁷

³ [Physical activity](#)

⁴ Source : Sport England Active Lives 2023/4

⁵ Sport England's Uniting the Movement strategy cites these factors as affecting activity levels.

⁶ 45% of Coventry's population identified as global majority, up from 33% in 2011, which is higher than both the regional (28%) and national average (26%) Source : Census 2021

⁷ According to the latest school census in 2022, 55.9% of Coventry's school children are from a global majority group, this is an increase from 39.7% in 2012 (Coventry City Council, 2022)

Coventry is also a young city having experienced noticeable recent growth in its child (5-14) population, having a large and growing student population and with a higher proportion of residents aged between 25-39 when compared to the rest of England.

The number and proportion of children who live in 'relative poverty' (just under 27% or around 18,000) in Coventry is substantially higher than the national rate (20%). The city has substantial pockets of high overall deprivation; more than 14% of its neighbourhoods are ranked in the 10% most deprived in England.⁸

Where people live in Coventry really matters in terms of their health outcomes. Whilst overall life expectancy for men and women has increased, there remain significant gaps (nearly 15 years for men and 8.5 years for women) between the levels in richer and poorer areas of the city, and fewer residents stay in good health overall as they get older.⁹

The number and proportion of overweight or obese children in Year 6 in the city is also consistently above regional and national levels.

2.3 Current activity levels

Current Sport England Active Lives (ALS) data identifies the following positive trends in respect of levels of activity in Coventry:

- ◀ Fewer adult residents are inactive, and more are regularly active when compared to the region as a whole (see Appendix 1: Figure 2.1).
- ◀ The number of inactive adults living in the more deprived parts of the city has fallen steadily since the Pandemic.
- ◀ Significantly more children and young people are regularly active in Coventry when compared with regional and national levels. It also has lower levels of inactivity compared to regional and national levels (see Appendix 1: Figure 2.2).
- ◀ More disabled people are active in Coventry compared to regional and national levels - and fewer of them are inactive (see Appendix 1: Figure 2.3).
- ◀ In respect of social class, levels of inactivity in Coventry amongst residents of lower social status are significantly higher, versus those of a higher social status, mirroring regional and national trends (see Appendix 1: Figures 2.4 and 2.5).

Further analysis of ALS data¹⁰ in Coventry identifies that its 35-54 and 55-74 age groups contain high proportions of inactive residents when compared to national levels. This has informed recent targeted initiatives such as Coventry Moves.

2.4 Barriers and enablers to activity

Creating a City of Movement which endures for the long term needs to start with properly understanding the make-up, needs and wants of Coventry's residents. Who lives here, what stops people from being more active, the things that may encourage them to be more active and crucially what makes Coventry unique? This sits alongside what we should keep doing to maintain the physical activity levels of those who are already active.

⁸ Coventry is ranked as the 46th most deprived borough in England; 14.4% of the city's neighbourhoods are ranked in the 10% most deprived areas in England (IMD 2019)

⁹ Sources : ONS, One Coventry Plan Annual Performance Report (April 2024 - March 2025)

¹⁰ ALS survey 2021/2

Recognised factors¹¹ which may be preventing people from being active in Coventry include their working patterns (they work long or irregular hours), caring responsibilities, whether English is the first language in their household and whether they have to deal with poor transport links¹². When asked as part of the LTM survey, residents who considered themselves not to be regularly physically active also told us that (amongst other barriers - see Appendix 1) their reasons for not taking part include:

- ◀ Lack to time;
- ◀ Lack of motivation and;
- ◀ No-one to be active with.

In looking to overcome these barriers, learning both in the city and based on best practice guidance is that individuals in the community, including those that lead local groups and organisations are often best placed to unlock issues and deliver solutions that can make change happen. Initiatives such as **Go Foleshill** have taken this approach for example, equipping local women with the skills and confidence to lead activity sessions, creating safe, accessible opportunities for movement within their own communities. When, as part of the LTM, residents were asked about what would motivate them to become active, they cited the following:

- ◀ **Affordable access** - to classes, memberships and transport, with flexible payment options and free or low-cost parking¹³.
- ◀ **Improved information**- about local opportunities, with better promotion and signage.
- ◀ **Inclusive provision**- including women-only, disability-friendly, and culturally appropriate activities.
- ◀ **More group activity in parks** - including walking, running, and exercise sessions for people of all ages and abilities.
- ◀ **Improved safety in parks and other outdoor environments**- especially for women and vulnerable groups, through better lighting, visible security and well-maintained paths.
- ◀ **Better facilities in parks and other public spaces** —such as outdoor gyms, pathways, benches, toilets, and inclusive equipment.
- ◀ **Enhanced connectivity** - with safer walking/cycling routes and reliable public transport to parks and leisure venues.

The following sections of the strategy set out the actions required to achieve the above desired outcomes.

¹¹ Cited in One Coventry Plan Annual Performance Report April 2024 - March 2025)

¹² In consultation, schools, including those with an SEN specialism report that travel costs are currently a significant barrier to young people accessing swimming provision across the city.

¹³ Evaluation of 2022 Commonwealth Games funded activity in the city also noted that free organised activities within localities did result in a level of engagement among people who would not normally participate.

PART 3: ACTIVE SYSTEMS – CONNECTING BETTER

Outcome

The system for movement, physical activity and sport in Coventry is cohesive: creating and sustaining the conditions within which sport and physical activity opportunity is universally promoted, understood, effectively delivered and sustainable.

What needs to be done

- To develop the existing strategy core group into a better-connected place partnership for sport, physical activity and movement that are accountable to deliver the strategy and all place-based investment.
- Through the above partnership secure and deliver investment for the city as part of the Sport England place-based expansion programme.
- To deliver a LGA leadership programme in partnership with Sport England to ensure that sport, physical activity and movement are connected and embedded in approach / co designed with local communities.

What will be different

Our partnership with local organisations will be built upon through extending the range and the reach into communities through establishing a wider network connected to the movement agenda. This will in turn ensure that resources and programmes that become available to us are deployed in a manner that reaches into communities and starts to address some of the barriers identified. The ability to deliver this will be improved through increasing system wide leadership capacity.

What this means

Put simply, this means all agencies in the city being interested in promoting, delivering or assisting people to take part in movement and physical activity working well together to support our residents to be active and move more often. This is an opportunity to build on the solid foundations and strong partnerships created by the Coventry Sports Strategy 2014-2024, Coventry on the Move and Coventry's experiences as the city of culture to be a leading national example of how physical activity, movement and sport can contribute to the health and wellbeing of its communities.

'The public sector has a responsibility to change how it works with community groups across and between sectors. There is an appetite across local and voluntary organisations for more joined-up working to improve awareness and communication of the activities and networks available in the city.' (Coventry JSNA)

Tackling inactivity and getting more people active is a complex outcome to achieve. It requires strong relationships between services, organisations and people who perhaps have not always worked closely together before.

Partners across Coventry are committed to providing collective leadership and advocacy for the City of Movement, working across a wide range of sectors to influence positive, system-wide change. Through this strategy, the developing physical activity place partnership will mature to become the custodian of the wider portfolio of work, intentionally broadening leadership beyond larger institutions and into strong, community-based leadership rooted in local places.

Mapping and connecting the broader network of individuals, community organisations and agencies that can contribute to, and benefit from physical activity is a crucial success factor. Coventry is well-positioned and can build on alliances already in place; its Marmot City status, via networks such as its Coventry youth partnership and extending approaches to community stakeholder engagement developed in linked sectors such as adult social care. Coventry has a strong VCFSE presence who work in hyperlocal communities, and this is something for the city to build on, supporting smaller organisations to enhance community leadership.

Coventry's communities should take the lead deciding what activities suit them, as they have in projects such as Go Foleshill, Go Canley and Go Parks. The next phase will involve continuing to learn and share best practice from this work, and to develop similar but locally bespoke examples elsewhere in the city. This will require careful thought about the support (including new skills, resources and knowledge) that is needed recognising that every neighbourhood has its own characteristics, challenges, specific barriers and enablers to activity.

Connecting residents and providing **equal opportunity via digital** means (e.g. smartphone or tablet) to movement and activity is essential to address information exclusion amongst young people plus more vulnerable groups such as people experiencing cost of living challenges, older and disabled people¹⁴. It will involve, for example, ensuring that CV Life facilities, programmes and services are effectively communicated via Go CV link reflecting Cov Connects principles across the city.

How we will make progress

- Continue to grow a network of local organisations capable of supporting Coventry's movement and physical activity/sport eco-system.
- Continue to support, develop and learn from community led approaches to movement, physical activity and sport.
- Build the skills, resilience, knowledge and human resource to support a culture of movement and physical activity across the city.
- Advocate for the value of movement, physical activity/sport to/with partners across the system.

¹⁴ Source : <https://www.goodthingsfoundation.org/policy-and-research/research-and-evidence/research-2024/digital-inclusion-datasets>

- Ensure the promotion of movement and physical activity/sport opportunity contributes to reducing digital exclusion

PART 4: ACTIVE PEOPLE – MOVEMENT FOR EVERYONE

Outcome

Increased engagement and participation in movement, physical activity and sport for all Coventry residents, in particular among people from its most deprived and vulnerable groups.

What needs to be done?

- To implement marmot principles when planning and designing all place-based activity in Coventry.
- To deliver place-based activation to reduce inequalities, increase movement and improve health lifestyles in local neighbourhoods.
- To co-produce and annual action plan that is locally led by residents and community organisations as part of the place partnership.

What will be different

Over the life of the strategy the current position in respect of physical activity in Coventry will start to improve – there is no one specific target group here as inactivity levels are low across children, middle aged men, those aged 16-34, people in most deprived groups and global majority groups.

Opportunities for people to be more active will be developed in a way that is inclusive, accessible and sustainable through using resources available through the Place Based Expansion programme

What this means

This strategy aims to support the whole population in Coventry to be active. This means supporting **all** Coventry residents of **all** ages from **all** parts of the city to develop and maintain lifelong physical activity and sport habits.

More accessible opportunities need to be provided for people who experience the greatest levels of inequality and/or who experience other significant barriers to access and need additional input and support.

What do people want to see?

The LTM survey identified affordability as a particularly significant factor deterring people from signing up for activity in Coventry. Activity needs to be more attractive and accessible to people/families with limited disposable income, wrapping around busy working and family

lives and be accessible via easy ways to book and pay online. Affordability also has to be seen in the context that unless activities are financially sustainable, they will cease to exist at all.

Not feeling safe in the city's parks and open spaces is a discouragement to people being active outdoors. This requires changes to how parks are looked after and cross-sector effort with partners in the community organising activities, supporting with policing and being creative in outdoor spaces to bring about positive change. Their being free to access, and their wide availability makes better use of parks a strong antidote to issues of affordability and time restrictions experienced by many people.

Residents want more activities that are tailored to their needs and preferences, whether that be female only swim sessions, sessions able to be easily accessed by disabled people, or being able to access gym equipment which offers assistance for those with long term health conditions.

Testing and trialling the activities in which **young people** wish to be involved and opening up opportunities to try activities they might not have previously considered, addressing the specific barriers they face as well as testing and promoting proven enablers to activity is a clear priority for this strategy. The Coventry Youth partnership will help to shape the activity offer for young people in Coventry. In addition, child Friendly Coventry is another key mechanism as is the school games network.

Community led

Research¹⁵ suggests that grassroot organisations in the city will be more effective supporting community cohesiveness when given more opportunity to develop their capability and exchange knowledge. There is an identified appetite among residents to become more actively involved in their communities.

This strategy proposes that community sector organisations, social prescribers and voluntary groups are supported and encouraged to take the lead testing, assessing and defining the activities in which people wish to take part. Support will be provided to these bodies to develop their confidence, skills and capabilities to lead this change.

The strategy action plan will focus on learning from these interventions and encourage delivery of similar projects in different contexts serving other parts of the city. The larger organisations in the city, CV Life and PYF remain cornerstones of the city's physical activity offer and are committed to be part of the movement to support community sector organisations to grow in this space.

System partners such as national governing bodies of sport (NGBs), the Muslim Sports Foundation and the Youth Sport Trust also have a vital role to play supporting community organisations. In some instances, they also provide financial and human resource to enable community-led activity to help address barriers associated with more traditional club-based sporting activities. In addition, working with UK Sport and other events has often been a catalyst to inspire increased activity levels in Coventry and should remain a focus to bring a variety of events that are connected to the local communities to increase movement levels.

¹⁵ Source : Coventry [JSNA](#)

Activity made easy

The broadest range of settings should be available to people to be active. These include schools, faith settings, family hubs, parks, community centres, libraries, workplaces, streets and neighbourhoods, alongside those which might be termed 'traditional' places to be active such as leisure centres and parks.

Being active at a CV Life venue, encouraged via the Go CV platform, or in an activity organised in a care setting, on a playing field or in play park will continue to be among the ways that many people choose to take part. Coventry's annual Sports Fest is an example of the type of inclusive, open access activity that will continue to feature and which should be used to present and promote a wide range of activity options. Activity pricing, the way that people book, and how Go CV is used to extend and improve people's experience of activity are all factors critical to this strategies success.

Research shows that the benefits of having an active workforce include increased productivity and decreased employee risk of developing costly and debilitating diseases¹⁶. Building on initiatives such as Fairer Coventry, which advocates the role of employers in improving health and wellbeing, and the UK Corporate Games being held in the city in 2026, this strategy will champion physical activity and movement as a feature within the city's workplaces.

Creating more opportunities with large employers (such as the NHS and the CBS arena) could have a considerable impact on activity levels. This will necessitate employers (with the support of partners such as CCC/Think Active) working with staff to rethink how activity fits into their organisation.

Movement for health

The research underpinning this strategy includes views sought from healthcare professionals. This confirmed the keenness to see physical activity better integrated with NHS treatment pathways. A common issue in the sector is that health professionals struggle to know where or to whom to refer someone to in order to access movement or activity.

Specific groups of residents experience health inequalities which affect their level of access to physical activity. These include older adults as they start to require support, younger adults with disabilities and young people with severe mental health issues. They often have difficulty finding suitable exercise environments.

They may also require quite intensive support within an activity setting however, the personal and societal benefits of activity can be significant – for example, in terms of reducing risk of diabetes and cardiovascular disease.

We want to make sure that people with long-term health conditions, or who have been referred into activity by their doctor, have a good experience and receive the right guidance - whether that be at a leisure centre or in another community space. More importantly we are keen to ensure that people's journey into activity is sustained and becomes an established part of their daily and weekly lives.

¹⁶ <https://publichealth.jhu.edu/sites/default/files/2023-06/whrn-pa.pdf>

An effective health referral programme is one key tool via which CCC, working closely with CV Life and health partners can reduce levels of physical inactivity. It is also an ambition to deliver other NHS primary care services, such as cardiac rehabilitation within the leisure estate; thereby delivering joint outcomes.

This will involve improved cross-departmental work and effective collaboration with health partners to identify funding and to consider how referral into physical activity can be best embedded alongside re-organised neighbourhood primary care structures including social prescribing teams.

A broad, cohesive physical activity referral pathway is needed, featuring multiple routes into movement and activity. This will include CV Life's healthy lifestyle programme plus alternative options hosted at community venues and incorporating activity located in the outdoors supported by green social prescribing. The options for activity referral need to be communicated effectively, including within and via healthcare settings.

Achieving a broad pathway will be dependent on providing and transferring the skills and knowledge required to ensure safe and effective exercise programming for patients with a range of medical conditions to a comparably broad cohort of activity leaders, health coaches and volunteer staff in the city.

How we will make progress

- Encourage co-designed, community led activity to broaden engagement with inactive residents particularly those experiencing specific barriers to access.
- Continue to offer affordable, accessible, inclusive activity via CV life venues and outreach programmes.
- Develop and extend opportunities to move and be active in the workplace.
- Provide a broad physical activity referral pathway which provides excellent outcomes for residents experiencing long term health conditions.
- Develop and extend opportunities for young people to be active.

PART 5: ACTIVE PLACE – A PLACE OF MOVEMENT

Outcome

Coventry residents are better connected to, and benefit from moving and being physically active in, built and outdoor environments.

What needs to be done?

- To create annual plan of capital developments that support the delivery of the playing pitch and outdoor sports strategy, green space strategy and indoor sports facilities strategy whilst supporting informal local spaces led by local insight.
- To market, promote and activate accessible local places to increase sport, physical activity and movement alongside communities.
- To enhance the connectivity of the city linked to Sport England's active design principles to encourage active travel and enable residents to embed movement into their daily lives.

What will be different

Localised sports and physical activity developments will be the focus of capital monies that are available. The focus will be on developing smaller scale facilities such as Play-Zones, Padel courts and public park enhancements and community spaces. This means that more people will be able to see and experience what is available in their neighbourhoods. Through this focus on local spaces the barriers of time constraints, motivation and a sense of inclusivity will start to be addressed and will encourage the continued shift to embedding PA and movement into everyday life. This is where the City of Movement strategy intersects with other relevant strategies

What this means

Creating and sustaining places to be active in Coventry means ensuring that both natural and built environments are attractive, accessible, affordable and safe for all residents.

It also means engaging with communities in a way that reflects the fact that movement and activity needs to be wrapped around people's daily lives, in their homes, in schools, in parks and playgrounds, at community centres, in faith settings - and embedded in the way in which people travel in and across the city.

Enabling better places for movement and physical activity is also about working with agencies outside or linked to the physical activity sector to create change. This includes the range of organisations representing the outdoor and natural environments.

In terms of the built environment, the continued growth of the city and development of regenerated housing estates creates opportunities to ensure that housing development is designed to enable and encourage movement and physical activity. This is an opportunity to apply best practice such as the guidance in Sport England 's Active Design principles.

Go indoors

CCCs indoor sports facility strategy evidences the good quality leisure centres in the city and the fact that they are generally well placed in relation to the communities they serve. The city is due to grow further in the coming years which means that making better use of a broad range of environments, including school facilities, will be key.

LTM findings indicate that a number of Coventry residents are challenged by the affordability of participating in physical activity although this was secondary to factors of available time, motivation and other commitments. This affordability issue presents a challenge as facilities do need to be financially sustainable. Consideration needs to be given extending the range of neighbourhood based affordable opportunities to exercise to that residents have different options to choose from.

Other barriers described in the LTM findings relate to the need to provide more opportunity to just 'turn up and play' and classes which fit around people's working and other family and lifestyle requirements. If booking is absolutely necessary in respect of having a swim or attending a class, this needs to be made as visible and accessible as possible.

The key is to establish mechanisms which will enable people from all the city's communities to affordably access opportunities to keep fit, learn to swim and take part in a range of sports and activities.

Go outdoors

Coventry's 400+ parks and open spaces present a ready-made setting for movement.

In the LTM survey, residents said they wished to see more safe routes in parks and green spaces and that they are keen to take part in more walking, cycling, running, and exercise in local parks. Making this happen will involve working with community groups to consider how they can improve perceptions of safety – for example through organised walking and running groups. There may also be a role for community policing teams where there are specific factors such as anti-social behaviour that are preventing people from using the public spaces available to them. There is also a role for transport planners to improve active travel infrastructure and building on models for local sports club ownership such as the pilot Home Advantage Funded work with the Football Foundation in Coundon Hall Park.

The Go Outdoors arm of this strategy will deliver promotion (via Go CV) of a range of community routes and events, including walking and cycling and will involve young people and 'friends of' groups becoming more involved in taking decisions about the development and use of local assets.

Parks need to be made attractive to and accessible for all of our residents. This means providing better lighting, outdoor gym equipment and continuing to invest in improved Playzones, tennis courts, padel courts, pump tracks, playgrounds and hard-standing footpaths to make parks accessible year-round.

The Go Parks initiative delivers multiple activities for young people at low or no cost in parks and open spaces which are being positively reclaimed by local communities. These are delivered by a range of organisations who form the Coventry Youth Partnership. Some of its events also involve street closures which may present a model that can be learnt from and repeated elsewhere in the city.

Local partners in the city and wider West Midlands region (Including the West Midlands Combined Authority – WMCA) are committed to both adults and children having a positive experience outdoors. This is illustrated by the aims to offer:

- ◀ More accessible, welcoming and safe community spaces.
- ◀ Greater availability of green, grey and blue local spaces of the highest quality.
- ◀ Outdoor community events in/at walkable environments.
- ◀ More and improved access to walking, cycling, and active travel by creating the optimum environmental and social conditions to enable this to happen.

Walking and cycling

CCC is committed via its transport strategy and emerging Local Cycling and Walking Infrastructure Plan to improving local conditions for cycling and walking across the city, recognising the beneficial link to the reduction of health inequalities. The aim is to achieve:

'Higher levels of walking and cycling and improved public transport options, which enable those on the lowest incomes to easily access major employment centres and transport hubs, will be essential to address health inequalities. (CCC Transport Strategy).

Creating better conditions to allow more people to walk and cycle will involve improvements to the physical environment (i.e. better footpaths and cycle lanes, cycle storage). It will also necessitate considering how walking and cycling can be better embedded within people's daily lives, especially residents who may feel excluded because their home is poorly connected or has insufficient storage space to enable ownership and use of a bicycle.

Existing opportunities to join led walks from local venues will be continued and expanded and new options developed via local organisations interested in offering their own routes.

Feedback from cycle stakeholders in the city suggests a need to encourage socially accessible ways to join with others to walk and cycle such as via workplace bicycle user groups and social cycling clubs suitable for beginners and/or for those not sufficiently confident or fit to participate in a traditional club setting.

Existing infrastructure, such as CV Life venues and community venues have a role to play as potential locations to hire a bike and to receive training such as that offered via Bikeability and via advocacy of initiatives such as Cycling UKs big bike revival.

How we will make progress:

Go outdoors - Promote and develop more local, accessible, good quality places to be physically active outdoors across the city.

Go indoors - Promote and develop more local, accessible, good quality places to be physically active indoors across the city.

Go local - Continue to develop, promote and support community led approaches to movement, physical activity/sport in non-traditional facility settings.

Walking and cycling - Provide improved physical infrastructure, alongside new socially orientated walking and cycling opportunities across the city.

PART 6: EVALUATION

Outcome

There is clear evidence of impact from a range of sources including data alongside feedback from residents on what they are experiencing as different

What needs to be done

- To test, learn, share with communities to inform future developments to capture impact and deliver strategic priorities.
- To deliver an annual report on sport physical activity and movement that reports to the health and wellbeing board and associated governance.
- To adopt the national evaluation and learning partnership's nine conditions of change and utilise as an overall position of change and system maturity.

What will be different

We will be able to identify specific what is different and the impact it is having. This will be through what people see happening, what they hear about and what they can participate and engage personally with.

What this means

A mixed methods approach will be taken to the evaluation of strategy themes and actions, emphasising the need for continuous learning, and the participation of residents in the process.

Qualitative approaches, including case study / story telling development will be most appropriate to explain how and why changes are happening within existing place based work such as Go Foleshill, Go Canley and Go Willenhall : projects whose stated outcomes are to build trust amongst residents and to secure community engagement beyond their initial grant funding. This learning will inform the extension of place-based work in other parts of the city, especially linked to Sport England place-based expansion.

Bespoke approaches will be adopted to test and learn about new interventions in specific environments, such as workplace physical activity. Here, it may be appropriate to link with an academic partner such as Coventry University or the University of Warwick to add an element of independent validation to such research.

The Go CV scheme is a vehicle by which views can be sought from residents on what they might wish to do by way of activity choice, the quality of their engagement in activities and about barriers and enablers to activity that they experience. It will be used alongside insight from the councils resident survey, to ensure that new interventions are shaped based on community led need.

Quantitative data such as the demographic profile of use within CV Life venues and taking part in outreach activities will also be collected via Go CV and used alongside national data such as Active Lives and Moving Communities. This element of evaluation will be critical to tracking strategy impact in respect of 'moving the dial' and broadening engagement in physical activity across all demographic groups in the city - with a particular emphasis on those experiencing the greatest inequalities.

As an emerging Sport England place partnership area, the lead agencies in Coventry will adopt the nine National Learning and Evaluation Partnership (NELP) conditions for change below as part of their ongoing impact evaluation of this strategy. This will build on the test and learn approach to date within Coventry that has seen a significant shift in supporting the national process in developing the system maturity matrix and will be part of the place-based expansion work.

These nine conditions for change are:

- ◀ Process for Identifying the barriers and enablers of physical activity.
- ◀ Organisational policies, processes, and structures that enable place-based working.
- ◀ Capacity and capability across the workforce, volunteers, and communities.
- ◀ Collaboration.
- ◀ Leadership.
- ◀ Community-led action.
- ◀ Cultures and practices for physical activity.
- ◀ Built and natural environments that enable physical activity.
- ◀ Cycles of learning and action.

How we will make progress

- Adopt qualitative approaches to learn from existing place-based work such as Go Foleshill, Go Canley, Go Willenhall, Go Parks and Coventry Moves.
- Deliver bespoke evaluation of new interventions.
- Utilise existing tools including Go CV, Moving Communities and Active Lives to evaluate performance of strategy interventions.
- Adopt National Evaluation Learning Partnership conditions for change as overall measures of change against which the City of Movement strategy will be measured.

7. Acknowledgements

Consultants, Knight, Kavanagh and Page (KKP) conducted an independent study in partnership with the Coventry Core Strategy Group to write the City of Movement strategy.

The development of this strategy has been developed by the emerging Active Coventry Partnership, and its delivery have only been possible through the generous engagement and commitment of the many organisations that have worked with us who are as follows:

1. *Aptitude Youth Work*
2. *Ascension Dance*
3. *Assist Trauma Care*
4. *Birmingham County FA*
5. *Be Active Be Healthy*
6. *C&W Partnership Trust (Pediatrics)*
7. *Change Grow Live*
8. *Chat Central*
9. *Child Friendly Cov*
10. *Coventry & Warwickshire Mind*
11. *Coventry Bears*
12. *Coventry Boys & Girls Club*
13. *Coventry City Council – Active Travel*
14. *Coventry City Council – Education & SEND*
15. *Coventry City Council – Parks & Green Space*
16. *Coventry City Council – Public Health*
17. *Coventry City Council – Public Health*
18. *Coventry City Council – Sport Development*
19. *Coventry City FC*
20. *Coventry Outdoors*
21. *Coventry Rugby Club*
22. *Coventry School Games Organisers*
23. *Coventry University*
24. *Coventry Youth Partnership*
25. *Creative Optimistic Visions*
26. *Culture Coventry*
27. *CV Life*
28. *Disability Equality Action Partnership*
29. *Empower-U*
30. *EnV Coventry*
31. *Futures Trust*
32. *Good Gym*
33. *Grapevine Coventry*
34. *Guardian Ballers*
35. *Healthy Lifestyles Service*
36. *Herbert Art Gallery & Museum*
37. *Health & Wellbeing Board*
38. *Highly Sprung*
39. *Hillz FM*
40. *ICB CMO*
41. *ICB Long Term Conditions*
42. *Imagineer*
43. *Marmot Partnership*
44. *Media Mania*
45. *Moat House Community Trust*
46. *NHS Coventry & Warwickshire Partnership*
47. *One Coventry*
48. *Outdoor Education*
49. *Outdoor Partnership*
50. *Positive Youth Foundation*
51. *Primary Heads Partnership*
52. *Prince's Trust*
53. *Rising Stars*
54. *Secondary Heads Partnership*
55. *Short Football*
56. *Sky Blues in the Community*
57. *Soccer Rockz*
58. *Special Schools Heads Partnership*
59. *Sport England*
60. *Sporting Equals*
61. *St Finbarrs*
62. *St Giles*
63. *St Marks Coventry*
64. *Street Games*
65. *The Albany Theatre*
66. *The Highlife Centre*
67. *Think Active*
68. *Together for Change Coventry & Warwickshire*
69. *University Hospital Coventry & Warwickshire*
70. *University of Warwick*
71. *Valley House*
72. *Vanny Radio*
73. *Voluntary Action Coventry*
74. *West Midlands Police*
75. *Wild Earth*
76. *YMCA Heart of England*
77. *Youth Focus West Midlands*
78. *Youth Justice Service*

In addition, there were 1,400 residents who completed our Lets Talk Movement public survey which has informed the Strategy's priorities and focus areas.

Appendix 1: Current activity levels

Figure 2.1: Sport England Active lives (adult data) 2023/4

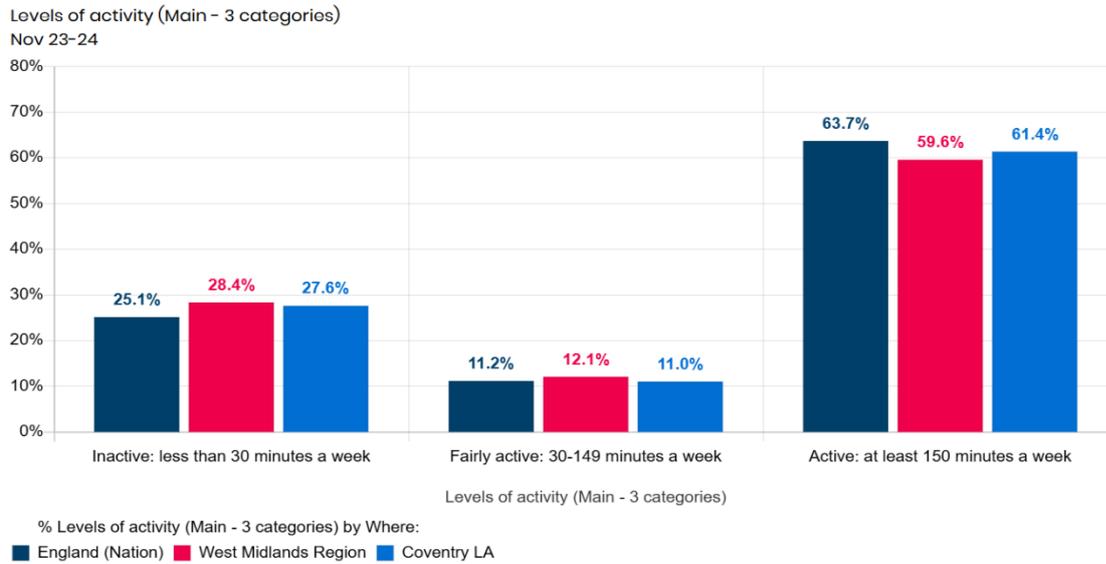


Figure 2.2 Sport England Active Lives data: children and young people 2024/5

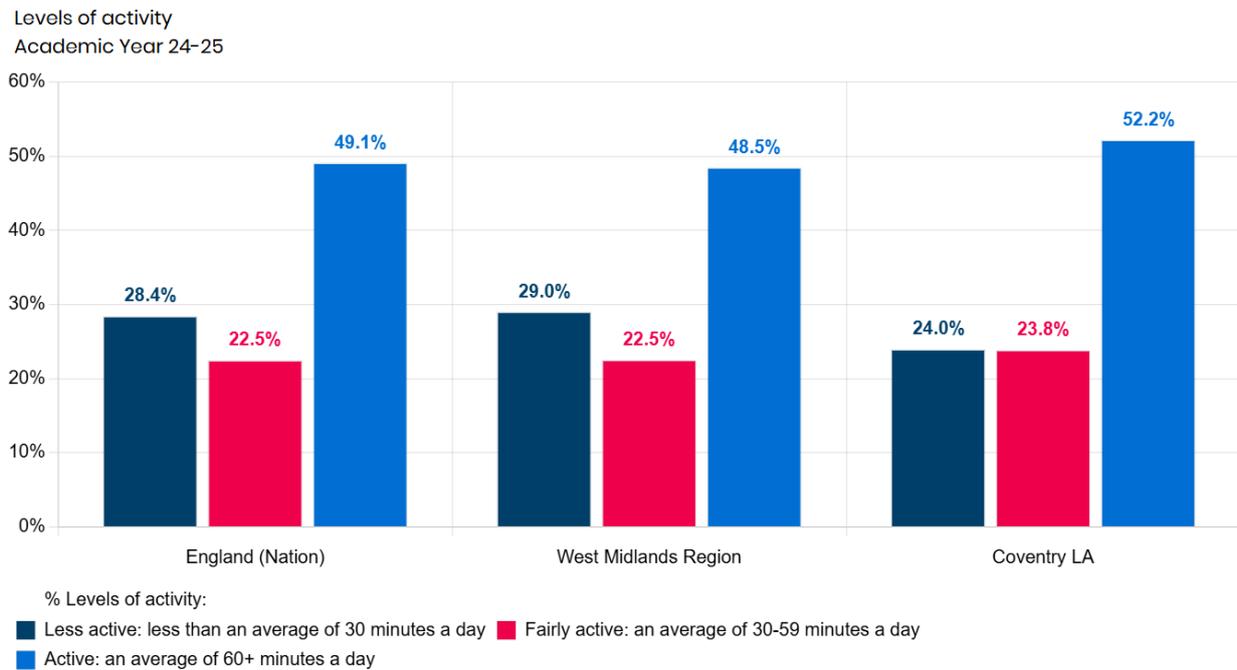


Figure 2.3: Sport England Active Lives data: disability 2023/4

Levels of activity (Main - 3 categories)
 Disability : Disability or long term health condition
 Nov 23-24

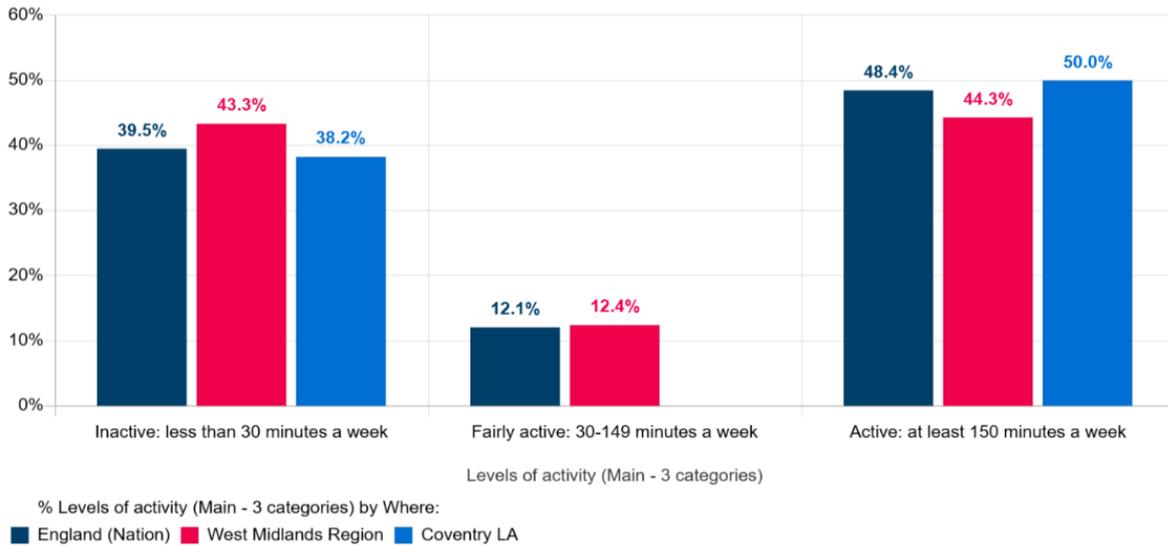


Figure 2.4 Sport England Active Lives data: social status (NS SEC 6-8: lower)

Levels of activity (Main - 3 categories) : Inactive: less than 30 minutes a week - Social status
 NS SEC 6-8 (lower)

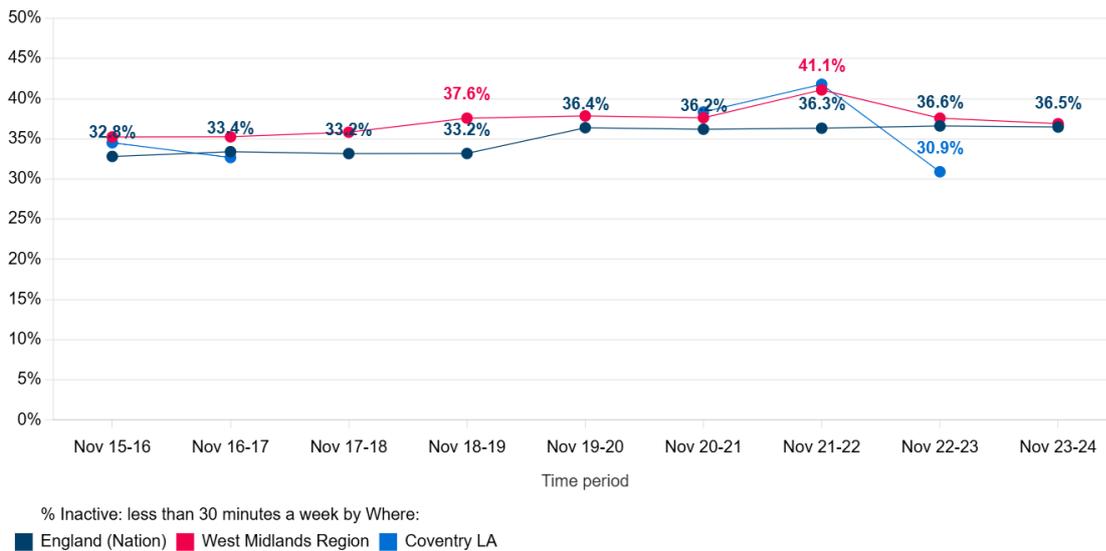
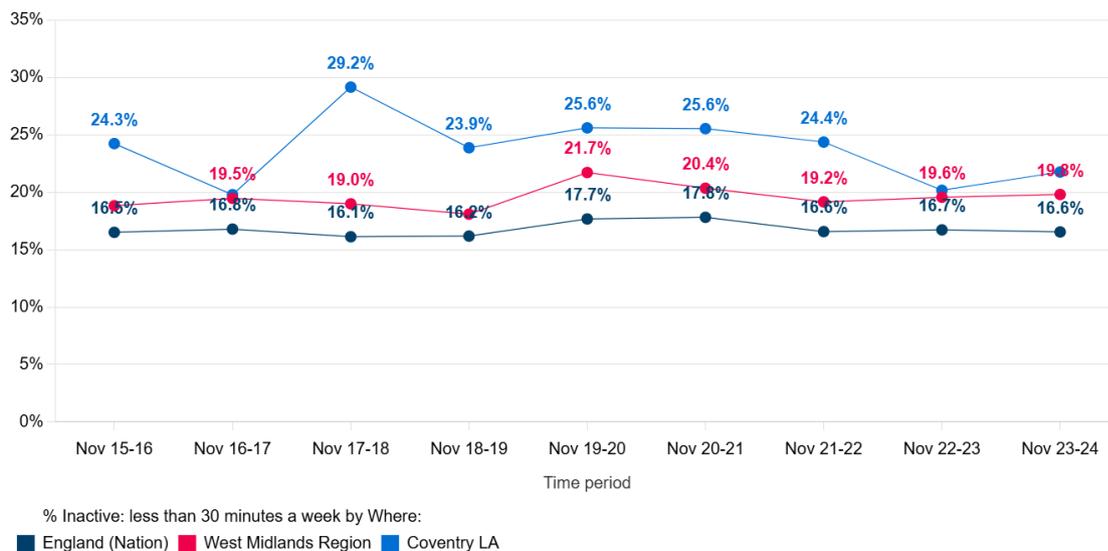
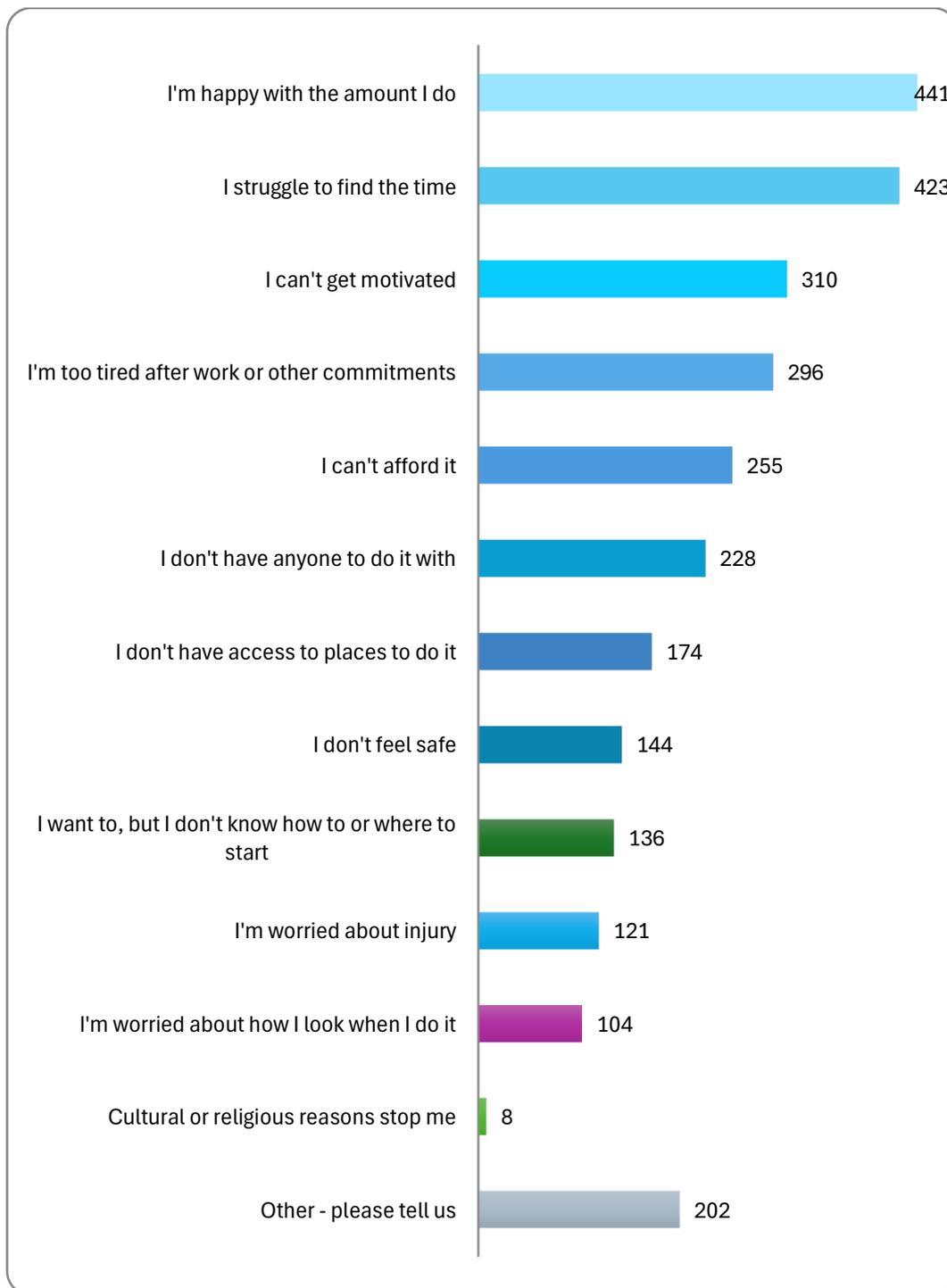


Figure 2.5 Sport England Active Lives data: social status (NS SEC 1-2: higher)

Levels of activity (Main - 3 categories) : Inactive: less than 30 minutes a week - Social status NS SEC 1-2 (higher)



Appendix 2: Let's Talk Movement findings: Barriers to access



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Details

Title	Coventry: City of Movement Strategy
Author	Lianne Moir (Sport & Physical Activity Programme Officer)
Head of Service	Jonathan Hunt (Head of Sport, Physical Activity & Wellbeing)
Cabinet Member	Cllr Kamran Caan (Public Health, Sport and Wellbeing)
Director	Pete Fahy (Care, Health and Housing)

Context and background

EIA carried out on New policy or strategy

This is an Equality Impact Assessment (EIA) of the draft Coventry: City of Movement Strategy. The Strategy aims to increase sport, physical activity and everyday movement, through tackling inactivity and related health inequalities. The Strategy focuses on designing a city where movement is built into daily life, not only through formal sport, gyms or sports clubs – it's about walking, cycling, parks, play, community activity, workplaces, schools and neighbourhoods

This EIA aims to ensure the strategy, and the recommendations that will result from its roll out (when officially adopted), eliminate unlawful discrimination, harassment, and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups.

This EIA accompanies the Strategy which is the result of an extensive research and consultation process which included direct engagement with over 70 stakeholders representing the NHS, schools, the voluntary sector, representatives from higher and further education (HE/FE), staff from Coventry City Council (CCC), its leisure facilities operator CV Life, Think Active (the active partnership for Coventry, Solihull, and Warwickshire) and the Positive Youth Foundation (PYF). In addition, the strategy's findings

and suggested actions are informed by a resident survey (Let's Talk Movement - LTM) which was commissioned by CCC and gained over 1,398 responses from residents.

Background

This Strategy will serve as a blueprint for the current and future development of sport, physical activity and movement initiatives, to meet the needs of the diverse Coventry population.

The ambition of the strategy is to encourage more Coventry residents to move more often alongside providing opportunities to take part in more physical activity and sport. The key aim is to reduce health inequalities across the city by better supporting those who face the greatest barriers to being active.

The strategy and this EIA support the priorities of the One Coventry Plan:

- Improving outcomes and tackling inequalities within our communities

- Council's role as a partner, enabler and leader

In line with the priorities of the city Council's One Coventry plan, its health and wellbeing strategy and principles established by the Marmot approach, this strategy will:

- Be evidenced based and data driven.

- Tackle inequalities via a collaborative approach, involving co-production.

- Use evaluation to demonstrate effectiveness and ensure continuous improvement.

- Listen to our residents and what matters to them.

The Strategy is based around the following three core themes:

- Active System: Connecting better.

- Active People: Movement for everyone.

- Active Place: A place of movement.

The Strategy and its roll out will potentially affect all those that live, work and visit the city with the objective to encourage more Coventry residents to move more often alongside providing opportunities to take part in more physical activity and sport. The key aim is to reduce health inequalities across the city by better supporting those who face the greatest barriers to being active. The Strategy also aims to enhance local sports infrastructure, including the built and natural environments, that enable physical activity and movement whilst also improving accessibility.

Stakeholders

Service users such as residents, NHS, schools, the voluntary sector, representatives from higher and further education (HE/FE), staff from Coventry City Council (CCC), its leisure facilities operator CV Life, Think Active (the active partnership for Coventry, Solihull, and Warwickshire) and the Positive Youth Foundation (PYF) may be indirectly impacted by the Strategy and its recommendations.

However, these groups have been engaged with throughout the strategy's development, contributing to the extensive research process and refining the strategy themes:

- Active System: Connecting Better
- Active People: Movement for Everyone
- Active Place: A Place of Movement

Facility operators will be impacted by the recommendations within the strategy which provide priorities around built and natural infrastructure improvements that meet the needs of residents based on local insight and evidence. Sports clubs, community groups, NHS, Schools, higher education and the voluntary sector could also be impacted by the strategy's recommendations around sport, physical activity and movement initiatives which could influence future provision and delivery priorities.

Responsibility

The Strategy Core Group, which was formed to develop the citywide Strategy, will be responsible for implementing its recommendations and its evaluation, as well as implementing the findings of this EIA.

The Strategy Core Group had representatives from CCC Sport and Public Health, CV Life (public leisure operator, Positive Youth Foundation (Coventry Youth Partnership) and Think Active (Active Partnership for Coventry, Solihull and Warwickshire).

To assess the impact of the Strategy, it is understood that first a baseline of data needs to be gathered. The below baseline information covers a range of data across the strategy and sports sector. Whilst this section provides an initial baseline of data, it should be acknowledged that by no means does this cover all the available data relating to the strategy.

The CCC Public Health team supported the Strategy's development process by obtaining insight data from the Active Lives Survey and Coventry Household Survey which acted as the baseline data. Key headlines included:

Coventry are more inactive compared to 15/16. There was a substantial improvement in activity levels for adults in 19/20 – possibly now taking longer to recover from pandemic compared to England.

The proportion of people in the most deprived group (NS SEC 6-8) who are inactive has increased substantially since 15/16, more than for England overall.

There are now a similar number of men as women who are inactive in Coventry. This differs to the national picture of men being more active.

Middle aged men and women (35-54 years) are the most inactive age group. This differs to England where 55-74 years are the most inactive group (excluding 75+).

Children are now more inactive than in England overall, but prior to the pandemic (18/19) levels appeared to be improving.

A significantly higher percentage of children are overweight/obese in year 6 compared to England overall.

A higher proportion of adults in Coventry have participated in recent active travel (walking) than for England overall, but this is not the case for children, for whom there is a substantially lower percentage active travelling than for England.

Household survey shows a slightly more positive picture – showing improvements in activity levels between 2018 and 2022.

Improvement in inactivity levels for 55–74-year-olds locally and nationally.

16–34-year-olds have become more inactive – similar to national picture, but to a larger extent in Coventry. More likely than other age groups to take part in more sport but are more sedentary on day-to-day basis.

Black British African Ethnic Group significantly more likely to be the most sedentary.

Higher percentage of people from Asian ethnic minority group are inactive compared to white British, but there is a larger difference in inactivity levels between Coventry and England for White British than for Asian ethnic minority group.

Inactivity levels for individuals with a disability have increased slightly in Coventry since 15/16 but decreased slightly for England.

In addition, the Strategy's findings and suggested actions were further informed by a significant public consultation process via a resident survey (Lets Talk Movement - LTM). The survey, which was commissioned by CCC, gained 1,398 responses, which is one of the highest engagements seen on any CCC public survey to date.

When asked as part of the LTM survey, residents who considered themselves not to be regularly physically active also told us that (amongst other barriers - see Appendix 1) their reasons for not taking part include:

- Unaffordability.
- Lack of motivation and;
- No-one to be active with.

Comments received as part of the LTM survey were centred around the following themes:

- Motivation
- Accessibility
- Specific locations
- More facilities / groups
- More facilities in parks
- Cheaper facilities
- Safety
- Female only
- More classes / online booking
- Cycling
- Older people / isolation
- Employers
- Promotion

When, as part of the LTM, residents were asked about what would motivate them to become active, they cited the following:

- Affordable access - to classes, memberships and transport, with flexible payment options and free or low-cost parking .

- Improved information - about local opportunities, with better promotion and signage.

- Inclusive provision - including women-only, disability-friendly, and culturally appropriate activities.

- More group activity in parks - including walking, running, and exercise sessions for people of all ages and abilities.

- Improved safety in parks and other outdoor environments - especially for women and vulnerable groups, through better lighting, visible security and well-maintained paths.

- Better facilities in parks and other public spaces - such as outdoor

gyms, pathways, benches, toilets, and inclusive equipment.

Enhanced connectivity - with safer walking/cycling routes and reliable public transport to parks and leisure venues.

Baseline data and information

Additional insight and data:

Social value and return on investment of sport and physical activity: Sport and physical activity contribute significantly to the health and wellbeing of England.

Sport England have calculated the annual social value of community sport and physical activity to be more than £120 billion, with a return on investment of £4.38 for every £1 spent.

This figure represents both primary value - the wellbeing benefits that individuals experience from being active - and secondary value, which reflects the cost savings to public services like healthcare.

Economic impact: Sport Satellite Account for the UK:

In addition to the social benefits, sport and physical activity makes a substantial contribution to the UK economy.

The latest Sport Satellite Account for the UK - with breakdowns for each home nation including England - presents the economic value of the sport sector for the year 2021.

This release, provided by the Department for Culture, Media & Sport (DCMS) in October 2024, examines the annual economic output, gross value added (GVA), and sport-related employment for the sector.

The overall value for the UK of £99.6bn, with the figure for England calculated to be £87bn, with a GVA of £46.7bn.

Indices of Multiple Deprivation 2019:

14.4% of LSOAs in Coventry are within IMD decile 1 – a measure of relative deprivation with quintile 1 being the most deprived.

Coventry's most recent Active Lives Survey (23/24) data highlights in the adult population, 28% of all adult's report as being inactive. In our most deprived neighbourhoods this figure rises to 36%, compared with 20% in our least deprived neighbourhoods. The same is broadly true for young people in the city, with levels of inactivity in the most deprived areas at 31% compared to 26% in the least deprived areas based on most recent available data from Academic Year 24/25.

Chief Medical Officer Physical Activity Guidelines 2019:

The UK Chief Medical Officers drew upon global evidence to present guidelines for different age groups, covering the volume, duration, frequency and type of physical activity required across the life course to achieve health benefits.

In children and young people, regular physical activity is associated with improved learning and attainment, better mental health and cardiovascular fitness, also contributing to healthy weight status. In adults, there is strong evidence to demonstrate the protective effect on physical activity on a range of many chronic conditions including coronary heart disease, obesity and type 2 diabetes, mental health problems and social isolation. Regular physical activity can deliver cost savings for the health and care system and has wider social benefits for individuals and communities.

The key factors for each age group are as follows:

Under-5s: This is broken down into infants, toddlers and pre-schoolers. Pre-schoolers and toddlers should spend at least 180 minutes (3 hours) per day in a variety of different exercises, whereas infants should be physically active several times every day in a variety of ways, including interactive floor-based activities.
Children and young people (5-18 years): Children and young people should engage in moderate-to-vigorous intensity physical activity for an average of at least 60 minutes per day across the week.

Adults (19-64 years): For good physical and mental health, adults should aim to be physically active every day. This could be 150 minutes of moderate exercise, 75 minutes of vigorous exercise or even shorter durations of very vigorous intensity activity, or a combination of moderate, vigorous and very vigorous intensity activity per week.

Older adults (65+): Older adults should participate in daily physical activity to gain health benefits, including maintenance of good physical and mental health, wellbeing, and social functioning. Each week older adults should aim to accumulate 150 minutes (two and a half hours) of moderate intensity aerobic activity.

It notes the emerging evidence base for the health benefits of performing very vigorous intensity activity performed in short bouts interspersed with periods of rest or recovery (high intensity interval exercise, HIIT). This interval exercise has clinically meaningful effects on fitness, body weight and insulin resistance and is incorporated in recommendations for adults.

It, thus, emphasises the importance of regular activity for people of all ages. It presents additional guidance on being active during pregnancy, after giving birth, and for disabled adults.

Importance of this data:

The above evidence highlights the significant impact of sport and physical activity provision both nationally and at a local level. As outlined in the data, a significant percentage of the Coventry population are not meeting the Chief Medical Officer's Physical Activity Guidelines (2019) to achieve physical and mental health outcomes. We also know that activity levels are lower in areas of higher deprivation, evidencing a need to tackle stubborn inequalities and remove barriers to participation. It is therefore a citywide key objective to improve the health and wellbeing of residents, as referenced in the Local Plan (2011-31).

Marmot Principles

1. Give every child the best start in life
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health provision

Protected groups - Impact on Coventry Residents and Visitors

Age 0-18

Positive impact - This strategy aims to support the whole population in Coventry to be active. This means supporting all Coventry residents of all ages from all parts of the city to develop and maintain lifelong sport, physical activity and movement habits. Active Lives 24/25 data highlights that in Coventry, 24% of children report undertaking less than 30 minutes of physical activity per day, compared with a regional average of 29%.

The new strategy takes a holistic approach to enabling residents to move more, with a particular focus on those who experience the most barriers to activity. This will provide improved provision and built and natural environments that enable children and young people to develop positive experiences of sport and physical activity that can impact upon a lifetime of positive lifestyle choices

Positive impact - This strategy aims to support the whole population in Coventry to be active. This means supporting all Coventry residents of all ages from all parts of the city to develop and maintain lifelong sport, physical activity and movement habits.

Age 19-64

Currently, 23.7% of adults (aged 16-64) report undertaking less than 30 minutes activity per week, compared with 25.6% in the Region and 22.4% nationally (Active Lives 23/24). Consequently, a range of supported participation programmes and events are tailored to specific adult groups, demographics and for intergenerational appeal (e.g. Back to Netball, Walking Football, Men Talk). The strategy aims to support such programmes through a community-led place-based approach to physical activity and movement interventions, impacting positively for adults aged 19-64 through improved opportunities and infrastructure to enable active lives.

Positive impact - This strategy aims to support the whole population in Coventry to be active. This means supporting all Coventry residents of all ages from all parts of the city to develop and maintain lifelong sport, physical activity and movement habits.

Age 65+

Currently, 42.1% of Coventry residents over the age of 65 report being inactive (taking part in less than 30 mins of physical activity per week), compared with 36.5% regionally and 33.6% nationally (Active Lives 23/24).

Participation in sport and physical activity tends to reduce in older age groups, which can be associated with factors such as life-limiting illness and social isolation for some people. A range of supported participation programmes, activities and events in the city are tailored to specific adult groups for those aged 65+ and for intergenerational appeal (e.g. Dementia Active, Coventry Moves, Sporting Memories and inclusive age-appropriate physical activities).

<p>Disability</p>	<p>Positive impact - The strategy aims to make sport, physical activity and movement inclusive and accessible for the whole population, particularly those that experience the biggest barriers to participation.</p> <p>Currently, 38.2% of adults in Coventry living with a disability or limiting health condition report undertaking less than 30 minutes of activity a week (compared to 22.7% of those without a disability). In the Region this figure rises to 43.3%, compared to a national average of 39.5% (Active Lives 23/24).</p> <p>The city also adopts the Disability Sports Charter, developed alongside the Disability Equality Action Partnership (DEAP), which sets out a range of commitments designed to improve the experience and opportunities for people with disabilities and their families in Coventry to access sporting and leisure activities in the city. Therefore, supporting such programmes, impacts positively for residents living with a disability.</p>
<p>Gender reassignment</p>	<p>No impact - Gender reassignment is currently an area of significant focus and changing practice amongst National Governing Bodies of sport (NGBs) - both in relation to participation and competition.</p> <p>Locally, there is currently no benchmark data available, though there have been positive provisions to reduce barriers to participation (e.g. gender-neutral changing facilities being central to design at public leisure centres and inclusive co-creation).</p> <p>There is insufficient data in this area to accurately assess impact at a local level. However, the strategy and any new facility development and sport, physical activity and movement initiatives aims to improve inclusivity and accessibility.</p>
<p>Marriage and civil partnership</p>	<p>No impact - There is insufficient local data in this area to draw meaningful conclusions around the impact on participation in sport.</p>
<p>Pregnancy and maternity</p>	<p>No impact - Active Lives Survey data does not highlight significant variance in inactivity for pregnant women or those with a child under the age of one. Positive practice locally encourages those pregnant or parents with young children to continue to be active (e.g. Coffee Tots now hosted at The Wave).</p>

Positive impact - Barriers to participation linked to race are enduring and evident at a national and regional level. Accurate, interrogatable data at a local level is less easily regularly acquired due to necessary sample size. However, Active Lives Survey data (23/24) shows the overall participation rate (active for at least 150 minutes per week) in Coventry was 61.4%, slightly lower than the national average of 63.7%.

However, when broken down by ethnicity, (albeit the local data is limited with only data for three ethnic groups available) White Other (71.6%) and White British (62.8%) were more active compared with Asian adults (52%).

Race The national picture, which has significantly more data available, revealed that only 54.7% of Asian adults and 56.4% of Black adults were active for at least 150 minutes per week, compared to 65.2% of White British adults and 66.9% of White Other adults, however the most active ethnic group was Mixed adults (71%). Moreover, the survey also showed that nationally, Asian, Black, Other Ethnic Origin and Chinese adults were more likely to be inactive, meaning they did less physical activity per week, than White and Mixed adults.

The inactivity rate for Asian adults was 33.3%, for Other Ethnic Origin adults was 29.3%, for Chinese adults was 27.7%, for Black adults was 30.5%, and for White British adults was 23.6% and 22.8% for White Other. These figures indicate that there is a significant gap in sport and physical activity participation between different ethnic groups nationally and locally, evidencing that some groups face greater barriers and challenges to engage in sport, physical activity and movement.

The new strategy aims to develop inclusive, accessible and sustainable opportunities and infrastructure to enable Coventry's diverse population to become more active through using resources available through the Place Based Expansion programme.

Religion and belief

No impact - There is insufficient local data in this area to draw meaningful conclusions around the impact on participation in and any required mitigations.

Sex

Positive impact - Active Lives Survey data does not highlight significant, consistent variance in inactivity for adult males and females. There are now a similar number of men (27%) as women (28%) who are inactive in Coventry (Active Lives 23/24). This differs to the national picture of men being more active.

Middle aged men and women (35-54 years) are also the most inactive age group. However, positive practice continues to ensure barriers to participation are addressed (e.g. single sex public leisure centre sessions) and this will be a focus area of the new strategy.

Sexual orientation

No impact - There is insufficient local data in this area to draw meaningful conclusions around the impact on participation in sport and any required mitigations.

Additional groups

Care experienced

No impact - There is insufficient local data in this area to draw meaningful conclusions around the impact on participation in sport.

Armed forces

No impact - There is insufficient local data in this area to draw meaningful conclusions around the impact on participation in sport.

Socio economic groups

Positive impact - Coventry's most recent Active Lives Survey (23/24) data highlights in the adult population, 28% of all adult's report as being inactive. In our most deprived neighbourhoods this figure rises to 36%, compared with 20% in our least deprived neighbourhoods. The same is broadly true for young people in the city, with levels of inactivity in the most deprived areas at 31% compared to 26% in the least deprived areas based on most recent available data from Academic Year 24/25.

The ambition of the strategy is to encourage more Coventry residents to move more often alongside providing opportunities to take part in more physical activity and sport. The key aim is to reduce health inequalities across the city by better supporting those who face the greatest barriers to being active.

Next steps

Inequality	Action	Owner	Timescale
Page 114			

A mixed methods approach will be taken to the evaluation of strategy themes and actions, emphasising the need for continuous learning, and the participation of residents in the process.

Qualitative approaches, including case study / story telling development will be most appropriate to explain how and why changes are happening within existing place based work such as Go Foleshill, Go Canley and Go Willenhall: projects whose stated outcomes are to build trust amongst residents and to secure community engagement beyond their initial grant funding. This learning will inform the extension of place-based work in other parts of the city, especially linked to Sport England place-based expansion investment.

Bespoke approaches will be adopted to test and learn about new interventions in specific environments, such as workplace physical activity.

Quantitative data such as the demographic profile of use within CV Life venues and taking part in outreach activities will also be collected via Go CV and used alongside national data such as Active Lives and Moving Communities. This element of evaluation will be critical to tracking strategy impact in respect of 'moving the dial' and broadening engagement in physical activity across all demographic groups in the city – with a particular emphasis on those experiencing the greatest inequalities.

Monitor and evaluation

As an emerging Sport England place partnership area, the lead agencies in Coventry will adopt the nine National Learning and Evaluation Partnership (NELP) conditions for change listed below as part of their ongoing impact evaluation of this strategy. This will build on the test and learn approach to date within Coventry that has seen a significant shift in supporting the national process in developing the System Maturity Matrix and will be part of the place-based expansion work.

The nine conditions for change are:

Process for Identifying the barriers and enablers of physical activity.

Organisational policies, processes, and structures that enable place-based working.

Capacity and capability across the workforce, volunteers and communities.

Collaboration.

Leadership.

Community-led action.

Cultures and practices for physical activity

cultures and practices for physical activity.

Built and natural environments that enable physical activity.

Cycles of learning and action.

Impact on Council staff

Will there be an impact? No

Completion statement

Potential equality impact Positive impact has been identified for one or more protected groups

Let's Talk *Movement*

Tell us how we
can help you
move more



Your say.
Your way. Your move.



Coventry City Council

'Let's Talk Movement' Survey
Final Report

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Executive Summary

- 1398 surveys were completed
- 85% of respondents consider themselves to be active
- 12% of females compared to 9% of males do not consider themselves physically active.
- 31% of those that state they are disabled compared to 8% of those that state they are not disabled do not consider themselves physically active.
- In terms of ethnicity 11% of white respondents, 16% of black/black British and 18% of Asian/Asian British do not consider themselves physically active.
- In terms of age 96% of under 24 year olds consider themselves physically active, this falls to 84% of those aged over 75. 93% of those aged 65-74 and those aged 35-44 consider themselves physically active.
- The most popular forms of physical activity are walking/wheeling moderately and fast as well as strenuous housework.
- Other forms of activity mentioned were sports such as badminton/golf/tennis/ice skating/lawn bowls as well as dog walking.
- Most respondents are happy with the amount of activity they do.
- For those that do not do as much as they would like say, time is the biggest issue, followed by lack of motivation. Tiredness as well as affordability were also mentioned a lot.
- For those that do not consider they do regular physical activity, motivation and affordability were the biggest barriers alongside not having anyone to do it with as well as too tired.
- 64% of respondents are signed up to Go CV
- Key themes from the open ended question, what would help you move more:
 - **More group activities** in parks, including walking, running, and exercise sessions for all ages and abilities.
 - **Improved safety**, especially for women and vulnerable groups, through better lighting, visible security, and well-maintained paths.
 - **Affordable access** to classes, memberships, and transport, with flexible payment options and free or low-cost parking.
 - **Better facilities** in parks—such as outdoor gyms, benches, toilets, and inclusive equipment—across all neighbourhoods.
 - **Inclusive provision**, including women-only, disability-friendly, and culturally appropriate activities.
 - **Improved information** about local opportunities, with better promotion and signage.
 - **Enhanced connectivity**, with safer walking/cycling routes and reliable public transport to parks and leisure venues.

- Respondents profile
 - Responses were received from all areas of the city
 - 35% of respondents were aged under 24 age, 5% aged over 75 years of age
 - 62% of respondents were female
 - 14% of respondents considered themselves to be disabled
 - 78% of respondents were white, 11% Asian/Asian British and 5% black/black British

Methodology

Let's Talk Coventry with information and survey

An online survey was hosted on Let's Talk Coventry from 7 October until 9 November.

Online/email

- Launch video with Councillor Kamran Caan – Facebook, Instagram and Tik Tok
- Two additional videos on Facebook, Instagram and Tik Tok
- Council intranet – posted on round-up three times, with a banner up for two weeks
- Gov Delivery email with survey link to Go CV (twice), Your Coventry, Let's Talk and Sport databases
- Emails sent to over 200 voluntary, community and special interest groups in the city, including information about the survey and a link to it, with a request to share with their audiences

Partners

- Sent toolkit with posters, social media and email examples
- Shared on their social media channels and to groups
- Worked with their own groups to complete the survey

Outreach

- EnV Coventry used to carry out 15 outreach sessions at various locations in the city helping people complete the survey
- Two outreach sessions at the Coventry City Football Club Fanzone at home games. Alongside this there was information in the matchday programme and on the scoreboard
- Posters and information delivered to all Coventry Libraries and Family Hubs and other community buildings
- Information on screens at Council buildings and at Ricoh Arena

Response Rate

2,800 people were aware(landed on the page), 1,700 were informed (watched a video/read a document) and 1,398 were engaged (completed a survey)

1,398 responses were received.

Findings

Do you consider yourself to be physically active?

By this we mean at least 10 minutes of movement that adds up to at least 30 minutes a week.

	Number	%
Yes	1180	85%
No	150	11%
Not sure	64	5%

85% of respondents consider themselves to be physically active with just over 1 in 10 considering themselves not to be physically active.

Differences by equality groups:

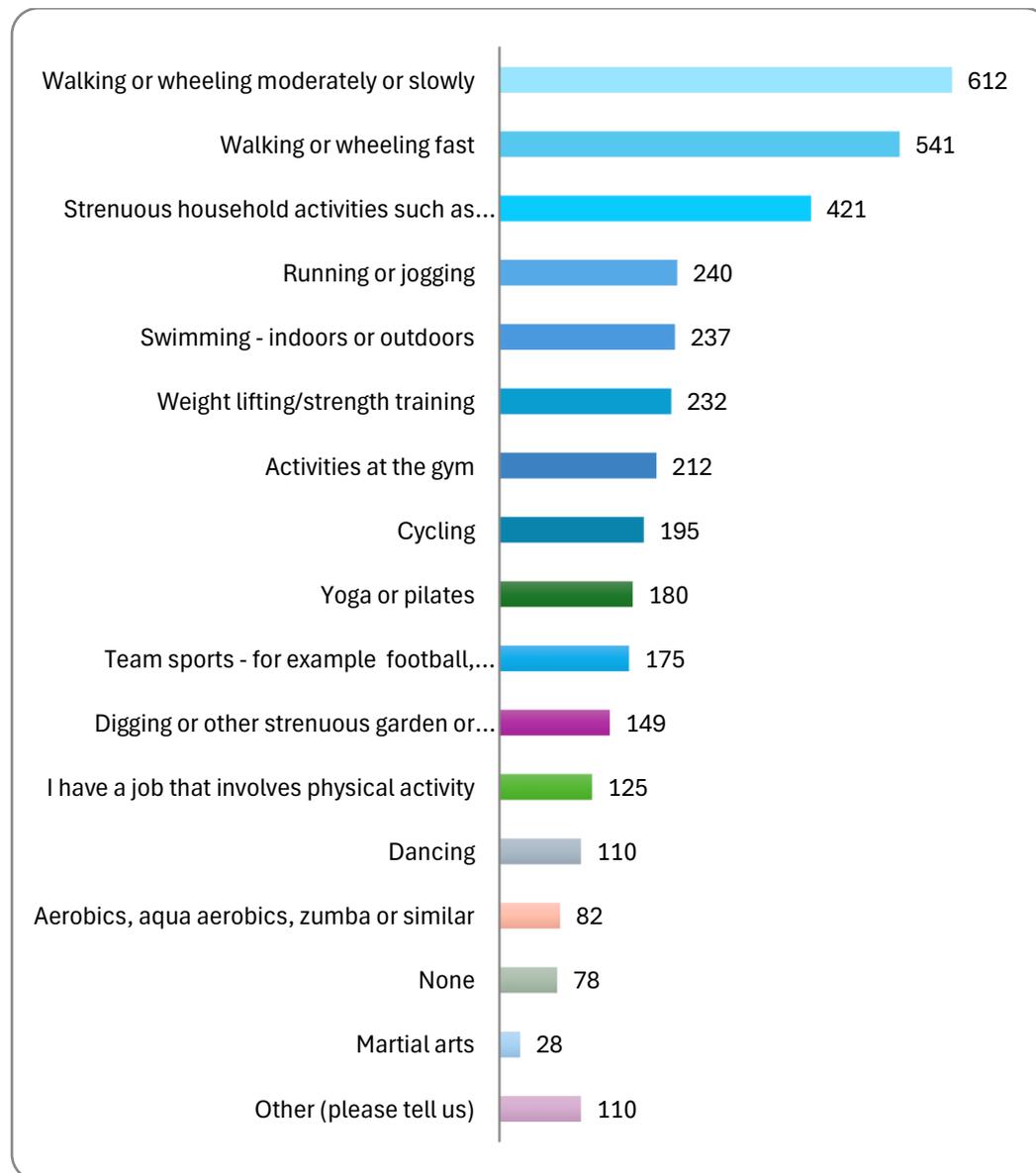
12% of females compared to 9% of males do not consider themselves physically active.

31% of those that state they are disabled compared to 8% of those that state they are not disabled do not consider themselves physically active.

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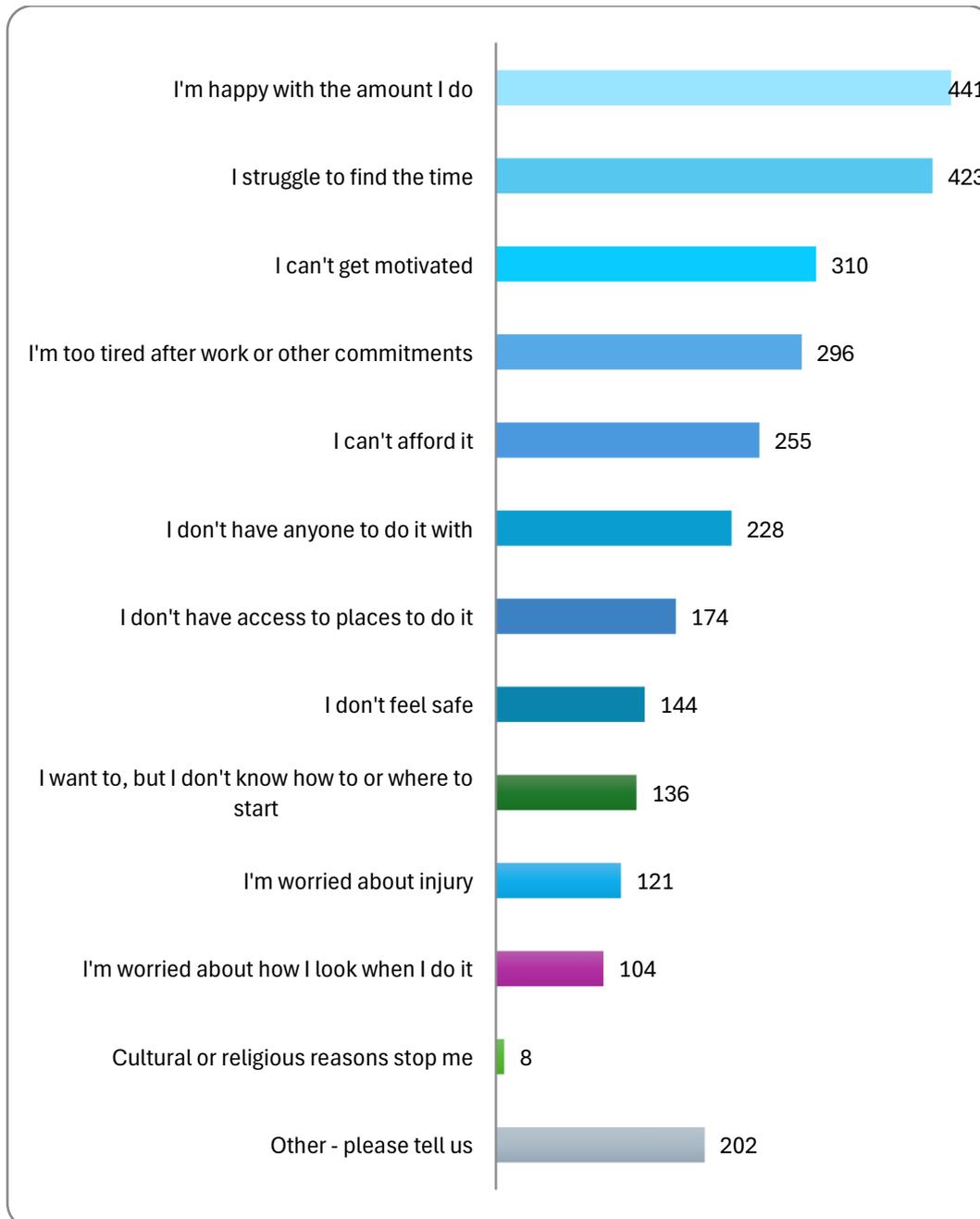
What type of physical activity do you do?



The most popular forms of physical activity are walking/wheeling moderately and fast as well as strenuous housework.

A lot of the other forms of activity mentioned were sports such as badminton/golf/tennis/ice skating/lawn bowls as well as dog walking.

What stops you being active or more active?



Most respondents are happy with the amount of activity they do. For those that do not do as much as they would like say, time is the biggest issue, followed by lack of motivation. Tiredness as well as affordability were also mentioned a lot.

For those that do not consider they do regular physical activity, motivation and affordability were the biggest barriers alongside not having anyone to do it with as well as too tired.

Are you signed up to Go CV?

	Number	%
Yes	889	64%
No	406	29%
Not sure	98	7%

Just under two thirds of respondents are signed up to Go CV, this is the same number as those that are not physically active.

There are no differences between the profiles of respondents who are signed up compared with those who are not signed up.

What could we do to help you move more?

Think about things like safe accessible places, support on how/what to do, informal and formal facilities, your local area etc. Please be specific about locations - e.g name of park or road, local area.

All the comments were manually themed, one comment might contain several themes.

A full list of open ended comments can be found in Appendix a.

Theme	Number
Specific Locations	178
More facilities/Groups	132
Accessibility	125
Affordability	123
Leisure, Sports, and Exercise Opportunities	100
Improved and extended facilities in parks	95
Safety	93
Inclusive and Targeted Provision	83
Public Transport and Connectivity	64
Nothing	50
Employers	18
Motivation	9
Promotion	3

A number of specific locations were mentioned. Primarily parks, with repeated mentions of Longford Park, War Memorial Park, Allesley Park, Coundon Park,

Coundon Wedge, Caludon Park, and Hearsall Common. Areas that were repeatedly mentioned were Foleshill, Binley, Tile Hill and Wyken Slough

Also references to roads like Allesley Old Road, Banner Lane, Broad Lane, and community centres like Cheylesmore Community Centre, Alan Higgs Centre.

More Facilities/Groups

Strong demand for more walking, running, and exercise groups in local parks, especially in areas where these are currently lacking (e.g., Hillfields, Foleshill, Memorial Park, Longford Park).

Requests for organised group activities for all ages and abilities, including beginners, older adults, and families. Suggestions for community-led sessions, buddy schemes, and better promotion of existing groups and events. People want more opportunities for group activities, social sports, and community events to foster connection and motivation.

Accessibility and Affordability

Cost is a significant barrier: requests for cheaper classes, discounted memberships, free or flexible parking, and affordable public transport. More flexible payment options and reduced costs are needed to increase participation.

Poor or unreliable bus connections to parks, leisure centres, and sports venues. High costs and safety concerns on public transport, especially for elderly and disabled users.

Some areas lack direct routes to key destinations.

Leisure, Sports, and Exercise Opportunities

Limited affordable, accessible, and inclusive exercise classes (especially for over-50s, disabled people, and those with long-term conditions). Lack of evening/weekend sessions and “turn up and play” options for sports like badminton. Difficulty booking facilities (lack of online booking, limited availability). Provide more inclusive and disability-friendly sessions and equipment.

Improved and Expanded Facilities in Parks

Calls for more and better-maintained exercise equipment (e.g., outdoor gyms, calisthenics stations, benches, lighting, toilets) in parks across the city, not just in the city centre. Specific requests for new or improved tennis courts, pump tracks, playgrounds, and hard-standing footpaths to make parks accessible year-round.

Memorial Park: More group activities, improved gym equipment, better lighting, extended car park and toilet opening hours, and additional playgrounds.

Longford Park: Tennis courts, group activities, benches, and improved safety.

Allesley Park: Outdoor gym equipment, lighting, and enclosed dog exercise areas.

Safety

Safety is the top concern, especially for women and vulnerable groups. Poor lighting, off-lead dogs, and anti-social behaviour deter park and street use, particularly after dark. Concerns about crime, anti-social behaviour, and lack of visible policing in some areas.

There is a strong call for better lighting, visible policing, and safer, well-maintained paths in parks and public spaces

Inclusive and Targeted Provision

Women want safer parks and public spaces, especially for walking, running, and early morning or evening activities. Better lighting, visible security, and safe routes are repeatedly requested. Female-Only Facilities and Sessions: There is strong demand for more women-only gyms, swimming sessions, exercise classes, and weight training—at convenient times and in accessible locations.

Cultural and Community Inclusion: South Asian Muslim women and other groups want more culturally appropriate, female-only activities and spaces. Flexible timings and local provision are important for those with work or family commitments.

Older adults in Coventry want affordable, accessible, and varied opportunities to be active; better local facilities and infrastructure; more social and supportive group activities; and clear information about what's available. Addressing these needs will help reduce isolation, improve health, and support active ageing.

Requests for disability-friendly and SEND-friendly activities, and quiet times for people with specific needs. More activities and facilities for children, young people, and families, including sports events and play areas.

Public Transport and Connectivity

Barriers: Poor or unreliable bus connections to parks, leisure centres, and sports venues. High costs and safety concerns on public transport, especially for elderly and disabled users.

Some areas lack direct routes to key destinations.

Incomplete or unsafe cycle routes (especially for families and less confident cyclists). Pavement parking, uneven or blocked footpaths, and poor lighting deter walking and running.

Lack of safe crossings and traffic-calming measures near parks and busy roads.

Create continuous, protected cycle routes connecting neighbourhoods to the city centre and key destinations. Improve and maintain footpaths, add more drop kerbs, and address pavement parking.

Employers

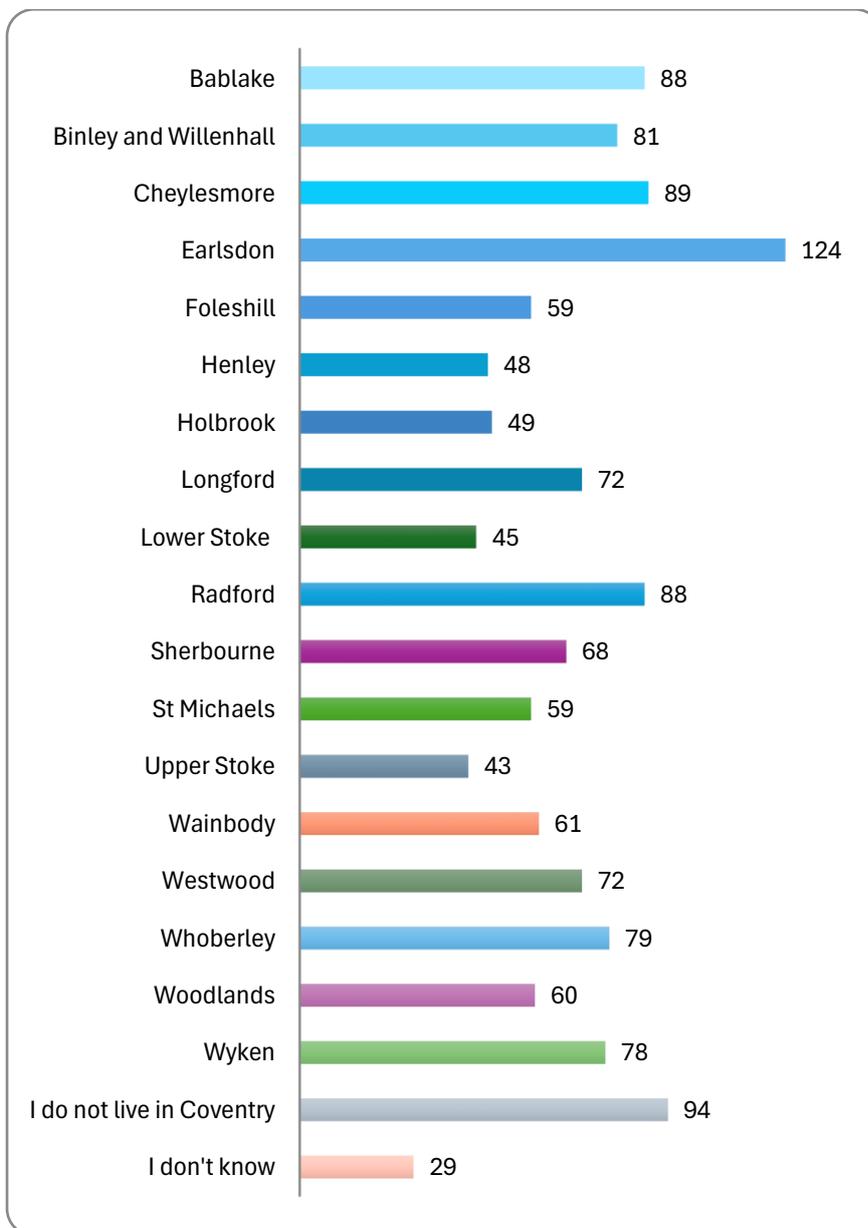
Workplace and Flexible Options: interest in workplace-based movement initiatives: Standing desks, walking pads, yoga sessions at work. Flexible working schemes to allow time for physical activity.

Promotion

Residents need better information about local activities, routes, and facilities—improved signage, council website updates, and use of social media and local magazines. Calls for the council to promote running clubs, park runs, and other free or low-cost activities, and to support people of all abilities

Profile of Respondents

Which area of Coventry you live in?



Responses were received from across the whole city.

What age group are you in?

Age	Number	%	Citywide Census
Under 16	96	7%	20%
16-24	81	6%	15%
25-34	118	8%	15%
35-44	215	15%	13%
45-54	231	17%	12%
55-64	244	18%	10%
65-74	292	21%	8%
75-84	105	8%	5%
85 or over	9	1%	2%

How would you describe yourself?

Sex	Number	%	Citywide Census
Male	501	36%	50.10%
Female	867	62%	49.90%
In another way	9	1%	-
Prefer not to say	13	1%	-

Do you consider yourself to be a disabled person?

Sex	Number	%	Citywide Census
Yes	195	14%	18%
No	1189	86%	82%

Which of the following best describes your ethnic background?

Ethnicity (short)	Number	%	Citywide Census
Asian/Asian British	152	11%	19%
Black/African/Caribbean/Black British	65	5%	9%
Mixed/Multiple Ethnic Group	32	2%	3%
Other Ethnic Group	21	2%	4%
Prefer not to say	35	3%	N/A
White	1085	78%	65.50%

Appendix a

All comments as they have been made

- More motivation
- Nothing
- Nothing
- Make sure public transport is accessible
- More facilities in my local area
- Coundon Park, The wedge
- More local facilities
- Nothing
- Safe running areas
- Keep fit facilities made cheaper
- not many gender safe spaces in coventry, this is advertised however it is not followed through with strict policies
- More walking groups in local parks. The Memorial Park is my local park.
- Put more exercise activities on in local park areas where groups can come together
- Easy booking online.
- Keep a check on the prices and ask them to keep it reasonable and come up with yearly/monthly membership for regular customers
- We need free leisure centre access for Coventry residents similar to Birmingham council scheme
- Swimming and yoga classes locally
- Maintain the WMP tennis courts more often considering we pay to use them
- Oldfield Road - I would love for there to be full (i.e complete) cycle routes from Allesley Old Road to the city centre and the surrounding areas. I am not a confident cyclist on the road and am currently not confident cycling with my 9 and 12 year old on the road with the cars. If there was a complete cycle routes from one destination to another we would happily cycle everywhere.
- Keep fit for retired people
- "Gyms in Coventry can feel unsafe as a woman, I've had men record me, spaces like this would benefit from staffing to protect safety of users
- Also a low cost option would be beneficial"
- "Organising for local groups in parts of the city (especially places like Hillfields and Foleshill), promoting and showing routes around the city.
- Groups in local parks in areas where they aren't available.
- Functioning facilities that can be used in local parks that have equipment to clean and maintain them"
- Have over 50s group Exercise sessions (ie walking football) in the evenings NOT when the majority of people are at work.
- "Cheaper gym membership.
- More gym equipment at the memorial park"
- Informal, free facilities for pensioners in various locations
- Work- standing desk/walking pad to get steps in at work

- "Invest in green spaces around the city not just the city centre. Like we have family hubs, I would love to see 'Green Hubs' across the city that people can access and have activities to do. We have great pockets of work but need a more collective approach.
- If I gave you an example - A place in the city to do a 5k. A signed route around a park that has markers 1k, 2k, 3k, 4k, 5k that motivate people to run more or cover distance.
- Cycling - It would be great to have a City based cycle hub. This could be developed in a park area with a go to designated area for cycling and become the heart of cycling for the city. "
- Nothing
- We need more facilities. Safe spaces at the park , I feel park is nit safe with lots of dogs without lead.
- Free swimming lessons and other exercise classes for female only to make us feel more comfortable
- More affordable places, also more workout classes available l'm evenings
- Tennis court in longford park would be a great addition to current facilities as there is nothing available in this part of the city
- I am on Woodend area ,ther is Moathouse Lesure Centre but it dos not have activity what I would prefer ,in afterword hours
- Alan Higgs, excel and Moat house
- I find groups quite expensive and need to pay for more essential things. Also by the time im home from work im far to tiered.
- More classes through the leisure centres at times that suit me, being able to book classes at the leisure centre more than a week in advance, more activities that are relatively low impact like yoga.
- Bring back Pensioner concessions.
- Safer places in CV2 area, better lighting, free facilities
- Provide more safe walks for women in Foleshill, taking into consideration there are women who have work commitments too, make edgewick park a safer place for early morning walks.
- Free online classes that I can do at home but with a live instructor to hold me accountable
- Coventry needs a bmx pump track, we are behind so many towns in this
- Build Padel courts
- "Costs are too high, look how much it is to take a family of 4 to the wave
- Facilities taken away like the sports hall at the old baths
- Bike lanes some are so badly done take the new one that goes on to the London road. If you heading towards cheylsmore it it makes you cross the road to the wrong side than you end up on the wrong side of the road with now are to cross except at a busy roundabout with no drop curb
- Driver's in cov are dangerous making cycling thing a big gamble every ride. Once you are out of cov the drivers are so mute respectful.
- No indoor skate park take every other city around the size of cov and they have one. I travel miles to skate, the one in the memorial park is in serious need of reservation.
- Locking a bike up in cov centre is a gamble, will I still have a bike? Give us some safe bike storage.
- Bike crossings with lights actually take longer to use than normal crossing,
- Free sport trial sessions for people my age
- Engaging me to mingle with people and participate in sports activities.
- Family swimming all day at the Alan Higgs during school holidays. Currently it's on for one hour a day and tickets are either sold early by staff or you have to stand in a queue for half an hour before the session. If you don't get a ticket that's your chance gone to swim in the city as all the go Cv pools run it in the same hour. Also booking adult swimming and sauna. People sit in the sauna for hours blocking it for others.

- Better local facilities around the hillfields area such as better facilities in the local parks for children where it is not taken over by antisocial behaviour.
- Make it cheaper
- Have a go sessions to find something you enjoy
- If there were discounted schemes or free taster sessions that would help. It is hard to invest the very little money I have into an expensive activity when I don't even know if I'd enjoy it enough to continue.
- Affordable places to go for swimming, yoga etc
- Have no dog / animals days of times at big parks like memorial or coombe abbey so people don't feel afraid to go and have to keep looking if dogs are on a lead or even being controlled by the owners
- "More safer roads for cycling particularly foleshill road.
- if more people are cycling then I'll feel more comfortable doing it."
- "Cheap/free access to classes for older people - tai chi in the park same model as park run
- Memorial park "
- More organised activities than just running. Concessions for pensioners at sports facilities.
- "When i take my toddler to the park, the play equipment is damaged and unsafe for my little one to play on especially in bell green park. It needs safer equipment and refurbishment. There are nails poking out of it.
- I don't feel children are safe in play grounds and skates parks. Older children routinely terrorise and don't give them enough room to ride their bikes. At times they have even misbehaved with the adults and used slurs against the adults. Which makes the play areas unsafe for both adults and children. This incident has taken place in Longford and bell green park. "
- Access to therapeutic swimming and walking for those who are older, recovering from injury or illness. There used to be special classes for this but they don't seem to exist any more.
- Information on ideas to incorporate moving into work - e.g encouraging walking a lap round the office floor every hour, taking the stairs instead of the lift or ways to set up something like a staff yoga session once a week.
- More green spaces within Coventry
- Encourage more facilities to have childcare and offer parent and child classes. lots of gyms have moved away from the creche model
- A joined up cycle network with clear signage and online support so I know where to get on the cycle paths before I make the journey, or someone who could accompany me when I cycle a new route. And also fewer cars on the road, especially SUVs.
- "better cycling network within city - new cycle facilities are great, but there are issues at end of routes, or between eg roads, parks etc, and existing facilities are not kept maintained and swept to the standard of roads. lack of secure cycle parking facilities at key locations - city centre, retail parks, sports facilities.
- example being the wide path in war memorial park used by many cyclists, including many students travelling between earlsdon and finham park school, with very narrow link at end of path to coat of arms bridge road, with conflict between cyclists, walkers and dogs"
- Family inclusive activities where children are welcome. I am a single parent so I am limited to how much physical activity i can do around looking after my child.
- "I like to run outdoors but it doesn't always feel safe, especially in the evening or winter months, even in Binley Woods where I know many people and am part of the running group.
- I can't afford to pay expensive gym membership so I joined pure gym. I found the induction didn't tell me how to safely and effectively use the weight machines and whenever I attended I had to wait/queue to get to use the equipment.

- My job, working for the council, is desk based which means I am not as active in the day as I want to be. I dont feel I can take movement breaks due to the workload which needs to be completed."
- There is a green are on Jardine Cres which would be ideal for group activity plus a hard court area.
- More facilities locally and at an affordable price.
- More access to heath spa facilities
- Improved segregated cycling infrastructure in my local area - eastern green, mount nod, alleseley
- More cycle lanes!! And making cycle lanes better linked up and ensuring cars aren't using them to park or drive in
- "Its ironic that as a council you are promoting being more acrive, yet you are charging significantly high prices for the use of council gyms.
- For example.i would like to use my local council, at7 in bell green. I work in a minimum pay job with a family, i cant afford the £42 charge per month, indeed locally there are gyms that from £20 upwards.
- The fact there other activities like.swimming or sauna which i dont use, yet i still have to pay the full.price.
- Stop talking about these things and make them.accessible to people like me, as they certainly arent currently."
- Cheaper memberships for gyms
- "Bring back the assisted movement machines as said above. None in the local area and these are excellent for disabled and those with limited mobility.
- More classes for beginners such as Pilates . Rarely anything and all geared to those already fit and active . Some already for older people but young people can be unfit and get tired easily too and have mobility issues "
- Parking near Spencer park is all permit holders. There is only space for about 4-5 cars.
- More cycle lanes
- "I wish the war memorial park was well lit at night as I could take my dog for a walk safely, instead in winter I do a much shorter pavement walk on the street because I don't feel safe.
- Group activity Longford Park
- For one of the carparks at Longford Park to stay open longer in the evenings mid-week (Mon-Fri) for the running groups, mainly ladies to park closer rather than on the streets.
- More flexible participation plans.
- More affordable places
- Yes
- Local groups with people to help exercise but to feel less isolated. Activities that are enjoyable and that people can join in and their own pace
- "Ensure the car parking at parks and green spaces remain free for 3 hours.
- Give away good bicycles from the ones discarded at the ti to worthy individuals. Maintain above bikes by giving skills to long term unemployed to check and make good bikes."
- More hard standing footpaths in parks - park wood,canley, the shrubberies to connect to the circular route in gibbet hill wood. Calisthenics equipment, table tennis tables (and more play equipment for older children in Prior Deram park). Coventry needs pump tracks - my kids love these on holiday but there is nothing locally. Play trail round perimeter loop of War Memorial Park so hard to get kids to walk a lap ATM -probably should be additional playground near Stivichall Primary
- Not enough green spaces. Lots of new houses built in the areas I used to exercise in Hawkesbury Village
- Nothing thank you

- Safe crossing from wilsons lane to longford park. Traffic lights or a zebra crossing so I can get there safely, it's a lovely park but hard to access without risking my safety. Also cheaper parking so when you go to the city centre for a one hr yoga class you always have to pay 2 hours and it makes everything more expensive and puts me off
- Have supported sessions and people at each location who are trained working with people who have health conditions
- Re-evaluate routes for public transport to and from key sports venues and leisure centres to maximise ability to reach these at times which are appropriate for that centres offerings
- Live near Coundon Hall park and since new path was put in I have noticed a huge increase in people using park which is great. The paths ensure we can access the park in winter when previously walking on the grass was boggy and slippery. The new lights and extra bins also lengthen times we can walk and better for dog walkers too. A place to grab a drink would be great- parents use car park at drop off and pick up times from school so would be popular at those times too. Parking needs to remain free here and at other local parks such as Allesley and War Memorial Park. Why are there barriers at Allesley?
- Accessible bicycles for use at Coundon Hall Park would be nice in the future.
- I can't think if anything, because I am lucky to live near the memorial park. I run around it 4 to 5 times per week. If I lived somewhere else though, I would definitely struggle because running just on the streets of Cov isn't very motivating.
- I am part of a ladies running/walking group and we regularly meet at Longford Park - it would be useful if one of the car parks could stay only a little longer during the autumn and winter months
- I have just started using Longford park for running and recently I encountered a situation and I didn't feel safe. Need better lighting and better parking.
- Public footpaths are useless, swimming is expensive and parks are a crime scene.
- I informally lead a fun running group for a small group of friends and we regularly meet in Longford Park - which is great for all of us and is a lovely park to meet up in. However, this time of year the car park closes early which means we have to park on the adjacent road (Windmill Road) which isn't safe or practical. It would be great if the car park could stay open until 7 / 7.30pm to allow us to meet up and leave safely. It would also be great if we could advertise our group on the noticeboard in the park - but as we're not 'official' that's not allowed and it would also be helpful to have access to the toilets in the park. Finally, it would be great to have the Magic Mile feet repainted.
- free classes or facilities in centre of town
- Infrastructure in Coventry city centre to safely cycle. Access to affordable or free bodies of water (indoor, outdoor), pleasant areas for walking - see Europe
- Public transport to the Alan Higgs Sports Centre - Allard Way
- Caludon park is my nearest park, However it has great facilities, but too much anti-social behaviour
- "Parks and quite roads don't feel safe. Ensure there are enough working street lights.
- Bike lanes that stop.
- A couple of years ago there was a bike festival, we started at the mill pool and rode to charterhouse, it was an excellent day! Please let this become an annual event. Q"
- Free swimming for older women.
- Suggestions for walking routes in the city with points of interest
- More access to cheaper facilities
- 4 day work week.
- I live off browns lane so there is no park just a brief walk away it's all road walking. To access a green space like Coundon wedge I have to drive to it.

- There is already one 5k Parkrun in Coventry, but with over 700 participants each Saturday morning it would encourage others if there was another.
- Better gym access in Walsgrave
- Cheaper gym memberships
- I would like to see more activities for the elder person.
- Central Swimming baths in Coventry where they had Olympic pool size
- Swimming looking at different time for adults as when lessons are over it very late
- More chair exercise activities offered
- Support local communities to get out more into the urban environment. Ensure our parks & canals are safe places to walk. I lead urban walks & would love council support visit www.gyc.org.uk to find out how you can help us over 50/55's too
- More green space in the city because the offering is incredibly limited.
- Gym for older people
- "If my walk to work was more attractive - allesley old road and Spon end into town.
- Guided walking route around town for lunch break walks."
- Allesley park doesn't have any equipment like in memorial park. Maybe that would motivate me more
- N/A.
- More street lighting for evening walks in Coundon area, along Barker Butts Road, especially along the bike lane.
- Women only gyms
- Provide more services at foleshill community centre such as yoga low impact exercises on weekends or evenings 7pm onwards.
- Radford common
- Poor bus connections to Bannerbrook make it hard to get to places like Excel leisure centre or University of Warwick Sports Centre. Routes either don't exist or are so unreliable they can't be depended on for getting to activities that start at a set time in the evenings.
- Other dogs off lead and looking to fight, weirdo's hanging around or in Willenhall Woods, flytipping causing access problems to Willenhall woods.
- Maybe discounted gym memberships, I keep meaning to get one but 40£ a month feels like too much. It is getting to winter now so my daily walks are slowly stopping and my motivation is gone.
- I live close to the memorial park and I love going to run there but sometimes if it's dark I'd rather stay in because of consciousness on crime
- A running track
- safer light up areas of the park (memorial) some arranged activities to do in groups ie walking club
- There are a lot of people who use the War Memorial Park or Hearsall Common for sports like Gaelic and Flag Football, but these spaces are not always maintained.
- Physical Exercise events . like strength training sessions or bicycle marathon
- Gym subscriptions and activities day in the office
- Park runs for free in local areas.
- Make more places available with equipment. I've seen some parks have equipment. If adding some more safe equipment could help. Edgewick Park is an example for this.
- Nothing
- I like commuting through walking by the Coventry canal which is relatively unsafe, especially for bikers/when there are bikers. Something to help prevent falling off the ledges would be helpful

- More connected cycle paths that connect all areas of Coventry and neighbouring towns. e.g. Walsgrave to Wyken to Coventry University to Warwick and even Leamington Spa etc.
- Free bicycle
- Team to do it together
- non applies
- I wish to do more active sport activities and help younger people in that direction the needed assistant i can give on their grooming stage
- I need to be engaged and trained during my free time
- "The parks could be more lit up in the evenings. Went to the memorial and there are some very dark parts now the darker evenings are drawing it.
- Organize local football matches
- More time creation
- Gos ford park
- More classes available during school times, groups being set up in local areas to help support those who want to get fit.
- Free gym passes for older people
- Promote participation clubs. We get plenty of leaflets and emails about the local pizza place but none about joining a badminton session for example
- Gym subscription
- More gyms and football pitches around cv6 6jf
- I don't feel safe walking through Willenhall, binley and other parts of Coventry so I only go out when I need too
- Longford park has fitness equipment, playground and cages for football and basketball
- Local cricket match would be good
- Part time job with full time pay? 🤖
- Increase how safe I feel in my local park, it has good sport facilities but is used by people who do drugs making it unsafe. My local park is bridgeman road nauls mill.
- Having more money
- Please if you could organise free aerobic/dancing/yoga/pilates sessions online or around Stoney Stanton Road, I would be grateful and definitely to join!
- Free or low cost courses for things which enable more movement eg Yoga, Pilates stretching exercises
- Group female walks in more areas.
- "Put lights up in Allesley Park to make it accessible in early mornings and late afternoons
- Have outdoor gym equipment installed in Allesley Park, Coundon Park, Juniper Park"
- "Mention whether parks around Coventry are public or private parks.
- List places students can visit in the internet or Google maps.
- Make YouTube videos guiding how and where to visit. This might motivate students to explore the area."
- Cheaper gym memberships at CV life, mum and toddler activities for fitness, using empty shop fronts as community gyms or places where you can get fit with things like table tennis like I've seen in other cities
- More free or low cost activities at memorial park
- I really love netball and I attend a friendly non competitive group, that isn't in a league. I really enjoy the fact that there's no pressure and it is just for fun. There isn't another group like this in the city, it would be great to have more groups like this for netball, but also for other sports, as most groups

like this are competitive and have the purpose of winning and with that comes pressure. I would imagine that for people who struggle with mental health or have confidence problems will find it harder to join a competitive group. plus its flexible, so no commitment if you can't make it one week.

- Free football camp
- "more beautiful green spaces (not incl. childrens park), websters park behind broad heath school used to be an amazing space, but ripped up for new housing development - lost a valuable green lung in a low income area with poor health outcomes, much more smaller compared to how it was and now lots of loitering of residents from new estate - so not safe for walking, running etc.
- better routes to access canal - again great to have a nice canal path in north of city, but access routes are poor (thinking of the one on foleshill road by tower court/sutherland house) - narrow staircase and leads you onto path by the bridge - can be quite off putting
- better control/restrictions on pavement parking - a massive issues across Foleshill, but on stoney stanton road and foleshill road in particular, two major paralle artery roads well suited to making circular walking routes - creating street scenery that blocks cars from mounting pavements - bushes, small wooden posts (such as the ones alongside kenilworth road near to park), grassy embankments, then walkers/runners will feel less like cars are on top of them so safer when walking/running and to stop cars from parking on pavemnts.
- Fitness facilities in parks 🏋️ around CV24, for pull-up, sit-ups let's move! Sport is life! Cutting grass on football pitch!
- Have more free open places to encourage exercise and physical activities.
- In regards of where I live - I would love to go out for a walk more by myself or with a friend but feel there aren't areas which are beautiful or well looked after or in a 'good' area (definition for me of feeling safe). For example I don't live far from the swan pond at the Stoke Flood Greens and there is some sort of foot path going along the marsh but I wouldn't go back there on my own. I think there could be more well kept paths where it is more inviting for people to go and walk and enjoy the green space. Also, there could be a foot path connecting with a little bridge over the Sowe River to connect to Clifford Bridge Rd for example.
- I will be grateful if you can provide swimming lessons with cheaper price at AT7 Centre (I imagine even you can offer free lessons like young people cycling sessions from which I know how to cycling, so I'll also know how to swim from you!) I also like badminton, so I also wish to have free badminton lessons at Broadheath Primary School or Red Park or Eagle Street Park 😊
- Support parkrun to put on more events across the city. Ensure the parks (memorial park) are adequately lit the whole way around.
- Easier access to booking systems and what you can attend adhoc
- For Coundon Wedge to feel safer when walking alone.
- Better walk/cycle routes through the area. I might consider cycling to work if I didn't have use/cross busy roads. Cycle/walk routes through Longford Park/Coventry Canal do not feel safe once it's dark as there are less people around. Barriers designed to stop motorbikes are a particular issue as you have to slow down/stop to get through them and this can make you feel vulnerable. Some locations do not have natural surveillance or lighting either. There have also been cases in the news of cyclists/joggers being pushed into rivers/canals so routes next to waterways need to be considered carefully. Some sections of road are particularly dangerous to cross such as Bedworth Road (especially near the railway bridge) and the junction of Longford Road with Windmill Road. When walking, the combination of too much street furniture and pavement parking can create issues – often have to go into the road to walk around vehicles. Poor air quality along the main roads and lack of street trees also makes walking in these locations unpleasant. Culture wars are problematic. There is a general lack of respect for people who use sustainable forms of transport which is often reflected in the attitudes expressed towards them. Drivers frequently go through red lights when pedestrians are crossing and I have witnessed others speeding up to intimidate people into stepping back on the pavement. The area lacks community facilities in general – library, youth clubs, etc. It is also losing its public houses, social clubs, etc. There have been issues with access to the Wyken Slough LNR carpark which could limit the use of this green space. There are no playing fields or allotments on the west side of Longford. The lack of local facilities discourages walking/cycling and public transport doesn't always allow easy access to locations that do offer them. Longford Square is not as welcoming as once was. This needs to be

looked at along with supporting the shops located nearby. On the positive side, we have access to some lovely green spaces and the facilities in Longford Park are improving all the time. Many of our places of worship and schools are active within the community. We also have a Scouts hut based in Alderman's Green. A new Pure Gym will be available at Tesco Arena soon.

- I walk around the recreational area/park in eastern green at the back of the eastern green church hall. It would be excellent if there could be a path area the edge of the field and better lighting. It would help to feel safer, make it more accessible for wheelchair users and pushchairs.
- Make membership to places like tje allen higgs cheaper for people on benifits and offer free training programs from the staff or 1 2 1 sessions
- Get me further up the nhs waiting list for the operation
- Please start the keep fit classes again. Or organise something along these lines.
- I would like CCC Adult Ed to offer zumba/keep fit/pilates/yoga during the day
- Something in Eastern Green for older people
- One of the main problems I live in Broad Street and so to go walking you have to go at Foleshill Road or Stoney Stanton we normally walk to the canal and then along the canal stop then walk back on one of the roads but you find those parking on the pavement difficult to walk on the pavement especially going up Stoney Stanton towards the canal at Gallagher as round the car wash garage at crossroads Junction you can hardly walk on the pavement nine times out of 10 you have to go on the road madness I've reported it to Parking nothing seems to get done
- Coventry roads are hostile for anyone not in a car. Addressing this would encourage more cycling.
- Make cycling a lot safer. More dedicated cycle routes. Have guided cycle tours around parks and the city
- The Council needs to create more protected open green spaces. There are no suitable places near me to exercise. There are only small open green spaces but these are used by local residents to exercise their dogs making the areas unsuitable for play or exercise. Roads around me are often congested meaning increased vehicles fumes which negates any benefit from exercising.
- A closer bus stop would help, my nearest is currently too far for painless access. I don't think it is safe for me to cycle anywhere yet and a static bike, like the gym, is pointless.
- Need to know what help is available.
- I want more choice for my age group and gender that doesnt cost the earth!
- "I play badminton, like many people in Coventry, but as badminton needs other people to play with it can be difficult for people to play as often as they want. There are a few 'No strings' sessions Where a single player can just turn up & play but some are on weekdays in the daytime, the sports centres could arrange these sessions at evenings or weekends, but they don't bother.
- My friends organise one session, but finding a suitable venue is difficult, at the moment it is run at Ernsford Grange school on a Monday at 6.00pm , but we can't play every week as the school uses the hall for exams every so often, the changing rooms are often locked, & nobody is allowed to take a shower !
- The number of sports facilities for badminton is limited, and weekend sessions are often unavailable where sports halls are booked out for other sports, or events. (I have a block booking for Sunday afternoons at AT7, but over 8 months to the end of March 2026 16 weeks are unavailable, that is half the weeks , what's the point !!) Of course the sport centres will rentout the sports halls if they can get more money, & they like to host competitions, as the Council can boast about it.
- Badminton is a sport enjoyed by all, women, men, & all ethnicities, & is especially good for girls & women who don't want to be cold, muddy, or kicked playing rough sports like football, rugby, or basketball, but there is very little organised by the Council, or the sports centres.
- Many sports would attract more players if they were promoted better, the Council even now persists in the idea of 'pointing' people to Clubs that you have to commit to, pay membership, compete for places in a team etc. We actually need more opportunities like 'No strings' where someone who

likes the idea of playing a sport can just turn up & play ! This would work for basketball, volleyball, trampolining etc, but needs organising & promoting !!

- Also the main sports centres at AT7, Alan Higgs, , Moathouse, & Excel do not have online booking ! Unbelievable in this post Covid world & trying to get an answer on the phone is almost impossible, so this stops people booking sports & swimming sessions. In fact swimming is difficult to access at AT7, Alan Higgs, Excel, there are so many different types of sessions, & unavailable times due to parties, closed school sessions, & holiday activities etc. that it is hard to find a time to just swim ! At AT7 you have to queue up for a session with limited places, it is a regular occurrence to see children crying with a parent after being too far back in the queue at a popular time , my daughter included, a couple of years ago. In fact now I book sessions at Bedworth leisure centre online for swimming, Coventry Council should be ashamed.
- In fact my daughter has wanted to use a gym since she was about 13, but it was difficult to find anywhere she could go, she has had a membership at Bedworth leisure centre for the last year, & can now get a membership at the new Pure Gym at Arena, at 16 years, but Nothing was available at 'Council' facilities.
- There is no sports centre in the centre of Coventry where everyone can travel to easily by bus or car, or cycle, & now there is going to be 900 more homes in the City centre , There is a gym & small swimming pool at The Wave, but only for members, again no way to just pay n Go,
- However there is the 'Elephant', purpose built sports centre sitting idle , costing money to keep closed, it used to be used for badminton, table tennis, bowls, squash, also a climbing wall, and had a lovely children's play area for parties. There is no excuse for the Council not to invest in reopening it, now it has been left to rot by the Council it would need some renovating, but why not ?
- Closing the Coventry baths because of the ongoing running costs was a mistake, everyone but the Council understands that, The Wave was not a replacement and was designed to get visitors from out of town as an attraction, & not to serve the needs of Coventry people, the cost of the wave & the 50m pool at Alan Higgs far outweighed the ongoing renovation costs that would have been incurred to keep the old baths & sports centre going for another 20 years. When the baths closed at beginning of 2020 as soon as the City had finished being ""European City of Sport "" , my daughter cried & we stopped swimming on Sunday mornings.
- I know the Council has proposals to get more sports facilities available, this is a good idea, at Ernsford Grange they have great tennis/netball courts, but they remain empty all Summer as does the sports hall, the same on weekends & evenings. The problem of course is Staffing & organising. These facilities & others like them can be used by the public, but as I previously said, it is no use just having them 'open' they need online booking, & staff running OPEN sessions !
- Of course the giving away by the Council of the running of sports facilities to the poorly run Coventry Sports Foundation means that it is difficult for you to arrange the availability of sports !
- Well there are some of the pointers that you can take on board, but probably won't !
- "There's nothing you can do. In question 3 you haven't included two things that stop me from being physically active:
 - muscle and joint problems
 - that I find the physical activities you list are so tedious and boring"
- I cannot walk when I want to (e.g., morning) because Gibbet Hill road is uncrossable in rush hour in term time. There's a new Zebra crossing .. but that leads only to a locked gate!!
- More areas to exercise more with groups
- I don't feel safe walking to the gym in winter months when it is so dark outside - put better street lighting on the walk from Kensington Road to Village Gym.
- Bike lane to Coombe Abbey.
- living in coundon I don't find there are many picturesque places to walk to without having to use the car first - just my personal opinion

- More cycle lanes, in particular between Cheylesmore/Styvechale and the London Rd cycleway (Whitley roundabout to Asda roundabout).
- More safe open spaces for people to exercise
- Re-introduce keep fit, Pilates, yoga to adult education. It has all been re.oved from the curriculum.
- Provide a sitting service to allow me more time out.
- Somewhere local to go that offers OAPs gentle exercise
- A wide range of types of activity. It shouldn't just be about sport, but also about drama, dance, physical expression - stimulating mind and body.
- "More day time exercises in accessible places by bus.
- More palate, aerobics and low level exercises please"
- More lights around the pathway at Memorial Park. Very dark in the winter months.
- Safe and organised walks
- Nothing in my local area for retired to access community venues within walking distance of Holyhead . No swimming pool or community centre . public transport doesn't go anywhere near the Wave or station . Could do with at least one bus turning right onto the ring road towards the TrainStation and The Wave.
- "Organise group walks.
- Better public transport specifically to Alan Higgs centre
- Difficult to access swimming opportunities during day as pools are mainly used by schools "
- More swimming facilities especially in the North West of the city
- "Ideally more activities in Spencer or memorial park.
- Cheaper options to sign up for a 'block' of so many sessions of gym/ pilates/ yoga. With discount if renew.
- Don't like the commitment of a monthly membership, as can't always utilise when unwell or away from home"
- Safe running routes - for example, turn the lights up on a mile loop in different parts of the city.
- I have severe arthritis in my knee and used to love aquarobics and swimming. I find both these can become costly and also not always available to do at certain times. I live outside of Coventry but I do work in Coventry.
- I think Coventry has very disappointing leisure facilities, as a family who liked to swim we often find sessions booked out at the weekend and antiquated systems for booking (for example at the Excel- having to ring up and no on there to answer the phone). On a couple of occasions as no one has answered the phone we've turned up to be told the session is full. Staff on the receptions of both the AT7 and Excel Centre are often rude, ignore you and stand around talking to their colleagues instead of seeing to people. Having young children who we want to encourage movement but find Coventry facilities infuriating and almost not wanting the business.
- Proper street lighting at night. More staff at the gym (Wave) to keep it clean (it is not clean in the changing areas at present).
- Do swimming, go to the gym, play Padel
- Subsidise or negotiate discounts on all gyms in coventry
- "More cycling sessions for Childers and female.
- In door physical activities for children and females. Hiking etc"
- "Hillfields
- Spider Park
- Stoney Stanton Road
- Lightens up

- Tennis Court unused.
- We could have session's available to children and mother's. Access to women after 7pm.
- Have locker to store equipments.
- N/A
- Not many walking groups in my local area now that I have moved to Chapel fields in Coventry
- Would like to do activities but the gyms are too expensive
- More ladies only facilities
- Find more information free activities. Luckily Positive youth Foundation have a free which I go too and in my area. I also got to the Muslim resources centre where the fitness class is only £2. And the trainer is excellent.she also works for cv life.
- All users calender invites that say STOP take 10 minutes to move around- touch toes, walk, lunges stretches.
- Corporate gym membership offers in Coventry
- I love swimming but the cost can be off putting. I understand why it costs what it does due running costs. If there was some funding towards it or a reduced cost that would support me more.
- Lack of informal facilities in Allesley, Coventry
- More tarmacked / hardstanding park & green space walks, ideally in a loop.
- I already spend at least 14 hours per week walking. I do not want help in walking more thank you.
- Local places close to home, easy times after work or weekends. Activities you can do with the whole family, gives you quality time and a great bonding time whilst staying active
- I've just started at the gym with a pt but as an overweight individual its hard to stay motivated, so having more places to go when not with them or at work would be good especially an affordable option
- Make parks safer for females to walk alone without being approached/propositioned.
- It would be good if there were exercise areas in the local park (Naul's Mill Park in my case) - with bars for calisthenic exercises like pull ups, sit ups, press ups.
- I love being out and about should the weather be reasonable and not wet, cold or windy due to my health condition.
- With the dark nights, safe parks local to where I work, especially working in the city centre. More groups that work together which could make it safer.
- Tun a group
- I belong to a community passionate about cricket. We don't have nets around CV2 area. Edwick park nets are far from stoke and Wyken
- have group support and gentle exerices age related and easy access at discounted or free cost
- I would love to be able to swim again, but cost of the gym membership at the village hotel by me is too expensive. Also you cannot just pay to swim you have to take out membership.
- More availability please for south Asian Muslim women
- I'm not sure
- Parks, open areas, outdoor gyms
- More astro pitches
- Make the parks better to walk round
- running club
- Running

- No
- I do 30 minutes of exercise with video for the over 70 's
- Free time
- Places are so busy that someone who is slower needing time not always available
- "Safe accessible places determine whether I'm comfortable to walk alone. Coombe Abbey is a wonderful resource but I only stick to the main paths because I'm wary of walking alone. Irresponsible dog owners mean that I steer clear of paths where dogs are off lead.
- More green gyms in rural locations please.
- Cheaper public transport would mean I would be more likely to walk to the bus stop/train and then walk around the destination rather than taking a car. I don't feel particularly safe walking into town with my children due to crime.
- "more spaces with floodlights to support youth football training over the winter months that has a reduced cost.
- I go to a over 50's zumba class once a week at Xcel. I would like something more than once a week for my age group
- "If not able to provide a hydrotherapy pool, then a central/good access(via public transport) swimming pool (+ also large jacuzzi) heated more than the usual temperature, where one can swim/exercise in shallowish water + not have to swim only in a lane format with deep end.
- Years ago they had classes on a tuesday afternoon in Tile Hill area before it was ?? demolished."
- Since 2022, I provide different sport (Football and Basketball) activities for youth and adults, Last summer, I organised football activities for adults aged 18 and over, and many parents from different communities also took part. I created various community events and friendly football tournaments in the local park. Even though it was challenging without any financial support, we managed to bring people together and promote health, teamwork, and community spirit. I am now looking for funding to hire a safe and suitable space where I can continue offering football sessions for adults and young people aged 18 and over. I can also provide photos and other evidence of these activities if needed.
- Provide more activities specifically for those with additional needs as a lot of people can have a very negative attitude to those who do not behave in what they consider to be a neurotypical way.
- Create safe spaces and opportunities for single people to come together for certain sports which you can't do on your own eg badminton, tennis, padel etc
- Bands in the park to every park around Coventry park next year
- It would be great to organise walks in parks or routes gathering groups of people.
- I'd like to attend classes locally but not sure what classes are available and when
- Publish list of local walks and public footpaths.
- "Park safety
- A path in the park and more seats and bins (lake view park.) it gets boggy muddy mainly suitable for dog walkers, should be for all "
- I like to run outdoors, usually around the streets in Cheylesmore. Wet leaves make that difficult at the moment, I don't want to slip. I'd like to do park run but the memorial park run is too crowded, and I don't have transport to the other Coventry one.
- "Swimming pools seem to have quite limited public swim times, there are lots of teaching lessons in the day and not much open access.
- I've never found daytime dance session. "
- Make the park light when it's dark especially the Slough park area
- Sports Centres should be open earlier and later on weekends. There is no reason for (for example) the Alan Higgs swimming pool to not be open until 9pm on Sundays too
- Stop closing golf course and do maintenance at Allesley course.

- Facilities for older people within walking distance to my home in Broad Lane
- I prefer to swim, but as I'm now a pensioner I can't afford to pay a regular monthly direct debit. I can only go swimming when I have spare cash available.
- Get my surgery brought forward
- Find a group
- Make the roads easier to navigate - so many road works going on mean that i am unable to travel to the parks i like to run in because the travel time is unmanageable
- regularly inspect and clear overgrown branches overhead and at sides on pavements, especially for shared use, don't wait for fixmystreet reports; clear fallen acorns and chestnuts, shards of glass,; monitor and clear overgrowth on time on footpaths as entrances/exits from/to the fields around city; fix road (and some pavements) surface for popular cycling routes; do something more cycling friendly at canley ford and northbrook; bramble street too narrow for cycling with buses and both side parked cars and needs a permission to turn left towards city centre; hang basketball nets on rims at parks, clean skateparks surface; prevent cars parking on pavements fully blocking way, especially around industrial estates; clear flytippings around river sowe, from areas away from footpaths, but damaging environment, also clear river itself, and coventry canal footpath needs surface to be renewed for cycling i think, from hawkesbury to basin
- Exercise classes for 60plus age group in local communities and accessible by bus in poets corner area
- Meeting people would help, having people to do stuff with
- Maybe some support to get outside
- Cycle free walking/running tracks
- "Keep the carparking free at the war memorial park in Coventry.
- It's good for the park run. Also taking the grandchildren
- I would use combe abbey but for our of town parking it's becoming ridiculous."
- Without my own transport I would find it difficult to get to Xcel Leisure Centre which I go to 4+ times weekly. I would have to get 2 buses each way.
- Nothing
- have O.A.P / ADULTS only SWIMMING IN COVENTRY
- Help build a community where like minded individuals can connect
- "Less expensive car parking and fuel prices. Safer roads/drivers.
- I frequently walk with my grandson 2 1/2 but it's difficult to find somewhere safe to do so we were recently walking on a path between narberth way and Wigston road Walsgrave and where almost run over by a motorcycle, despite there being barriers, it's really put me off , and makes me anxious, the pavements are crowded with pavement parking and so I am finding it increasingly difficult to find a place to go
- Allow pensioner prices on the monthly Excel centres fir swimming nit everyone can use the gym
- I'm looking for a gentle exercise or yoga class that's accessible to me on evenings or weekends at Blue Coat School. I work during the week but have Monday and Friday afternoons off, so an afternoon class on those days would also suit me well.
- Other local venues that would be convenient for me include Gosford Park School (Humber Avenue), All Saints School (Strathmore Avenue), and St Anne's and All Saints Church (Humber Avenue).
- I used to attend yoga sessions at Cheylesmore Community Centre and Stoke Aldermoor School on Monday and Friday afternoons, but unfortunately, those classes no longer run. I've checked the Choices magazine, but it now only lists dance activities. I'm not interested in belly dancing, line dancing,

or Bollywood dancing — I'm looking for something that supports core strength, balance, and overall wellbeing, which are especially important as I get older. Choices magazine confirmed that they now only offer dance-based activities.

- I was pleased to recently discover a Sunday exercise class run by CV Life at the Herbert Art Gallery, although it doesn't seem to be well advertised. I think more people would attend if they knew about it.
- If there were a walking group starting from Terry Road, I'd happily join — I'd feel safer that way. At the moment, there doesn't seem to be much available locally to help older people stay active, and I'd really like to see more opportunities for this in our community.
- Free access to a gym that helps people like me that have mobility problems
- "Put an outdoor gym in Allesley park.
- Arrange scavenger hunts around local parks.
- Start a website for people to find activity buddies."
- Group low impact exercise in Longford maybe at the church hall?
- "Women's walking groups in the park
- Or female only events "
- "More female only swimming sessions. There are
- Very few and they're at awkward times."
- You could stop throwing away money on racist and bigoted things such as DEI, or on money laundering schemes like "net zero" and you could instead hire more police to walk the streets.
- More accessible activities for people with severe disabilities people permanently in power chairs, online activities or groups like chair relaxation and yoga... I can stretch my neck and do breathing exercises to help me,
- Extend the relaying of paths.
- free events
- I'm 54yrs old, i think arthritis is setting in, i'm massively overweight and scared. I'm also out of work and can't afford to train.
- More affordable and nearby gym facilities
- War memorial funded activities, discounts on tennis club
- Goal posts back in the parks. For gods sake dont start charging to park at memorial park, thats one of the few places to go jogging without having to run along roads.
- "I would like more facilities in and around Earlsdon that I could walk to.
- At the moment I am travelling to moat house leisure centre for a couple of my activities which is an absolutely fantastic centre , I wish it was nearer to earlsdon so I could walk "
- No facilities for older people in any Coventry park such as pétanque (French boules) where all ages can participate. The young have play equipment, youth have tennis/ football etc. pensioners nothing
- Bring back indoor bowls to Coventry
- More information about groups and activities in Coventry. More me persoanlly that would be areas close to St. Michaels and the city centre.
- "Coventry City Council don't cater for older people , there are few benches , it could've been?level footpaths, bowls or french boules pitches when there are loads of football pitches etc

- Why is there no walking path around Hearsall Common - both sides and the woods? This has been done in other areas - tile hill wood, jardine crescent etc. The woods and green areas become mud and waterlogged from Oct through to March - creating a path with benches would make people use the area more.
- I would like to swim, but at my great age I need easy access to the water, the pools with this are too expensive and should offer cheap off peak
- Brackley Close, Eversleigh Road, Birchfield Road, Mapleton Road, Brownhill Green Road, all the paving slabs are broken by cars driving over them to get on the drives of people who have not paid for a dropped kerb so when you try to walk with or without a stick there is always the danger of a fall which isnt good for the elderly. I have reported this but nothing has been done
- "Safe local places as I don't drive. Exercise for older people in my area. Arm chair exercise for example as zip have painful joints
- CV3"
- "As a senior citizen with mild/moderate COPD I walk every day at a fast pace, as a form of aerobic exercise. I do not live particularly close to a park, so walk built-up streets. The biggest problem to this, is the ever increasing amount of pavement parking of vehicles, obstructing the pavements. I am able to walk around these obstructions, but sometimes that involves having to walk in the road...if this is a problem for me, then how do wheelchair users, the partially-sighted etc cope? This needs to be addressed by the City Council.
- Use of of gyms for sessions for older people. Wyken/Stoke
- Having activities in my local area maybe in a local community centre rather than having to go to a gym.
- I'm lucky as I have lots of walks, Allesley and Coundon Parks and country footpaths. Some pavements and lanes are in need of repair eg Staircase Lane and Nothbrook Lane.
- My doctor's surgery invited me to learn to swim, or learn to play golf or learn to play indoor bowls. 12 week course at reduced rates at appropriate centres. 8 years on I'm still attending, improving and making friends.
- Increase amount of trees in Coundon Wedge and also near Amazon BHX4.
- central sports facilities - i used the elephant multiple times per week before it closed
- Bowling Ten pin walsgrave
- "Party Runs offered in other location other than WMPark- eg. Longford Park
- Facilities in schools should be offered at more locations across the city but particularly at weekends
- Most offerings are City centre specific
- Car parking & fees need to be suspended "
- I'm not sure
- SOMETHING OR SOMEWHERE I COULD GO TO, TO DO EXERCISES SAT DOWN AS MY LEGS ARE NOT GOOD AND I DO NOT HAVE ENOUGH ROOM FOR EXERCISE MACHINES.
- Cheaper gym membership
- There are many dogs without leashes at the park (black berry lane) . I am always scared when I walked pass them or see them without leash. As a result of this , I stop going to the park.
- "More cycle lanes
- Safer to streets to run on and better state of footpaths, lots cracked with tree roots, paths currently slippy with leaves
- More parkruns accross the city so there are more local to people - exercising and meeting old/new people is great. One's in the Memorial Park, can't there be more?
- Also more visibility for groups facilities for elderly people so they can get moving too

- Offers for council owned gyms/leisure centres
- Closer to home, perhaps in a local village hall, and no more than £5 per session. a straightt after work session
- Exercise equipment in folly field. Better pedestrian infrastructure the state of some footpaths is well below what one should expect
- More inspiration; activity ideas, success stories, discount codes. Practical steps to get me out of the door. Preview of venues/activities so I know what to expect.
- "More daytime walks in my area.
- Swimming pool built locally."
- I have no idea
- The parks are great, War Memorial and Allesley in the summer but dark mornings and dark evenings put me off in the winter
- Street cleaning and weeding. Streets around earlsdon don't appear to be cleaned very often and can be very unpleasant
- Time
- Running a regular tea dance every week.
- Some thing on tusday wedday it there any thing on universal credit so money tirt
- Good well-maintained and signposted footpath network in and around Coventry
- Remove the rubbish, ensure cars do not park on the pavement
- Community fitness activities
- "More gym classes
- More affordable gyms "
- Liaison with physio, doctors, etc for suitable exercise that fits in with health issues, etc
- REVIEW PRICING
- Swimming information made clear, doubt the new Swim facility would be for me.
- Clean and tidy facilities to make them more appealing. Reward scheme for those trying it for the first time an app to help track and motivate and provide new areas and share event details coming up.
- "Adult only swimming consists of swimming continuous laps which is no good for a beginner.
- No refresher swimming classes for adults.
- No limited mobility only sessions /classes in the pools.
- Get more lighting the whole way round the memorial park
- "Plenty of places to do the exercise I want to do so nothing more for me.
- "More information on what is on in my area (CV6) easily accessed, all in one place.
- Cheaper public transport to get to activity "
- Charterhouse fields needs more facilities to enable people to get fit and active walking groups with leaders better play facilities for the children but adding the outdoor exercise equipment for the adults might help. With the developments of the National trust and the environment linking them all together would improve the local area and attract more visitors
- Make the prices more affordable for me
- More street lighting in the longford area so i feel safe to walk in the dark
- Nothing, I'm active everyday
- there could be walking groups in different parts of Coventry and it would be lovely to have more dance classes for adults

- Prices of swimming ans availability
- Provide more classes for active older people
- I could do with benches along Proffitt Avenue & Old Church Road
- More buses through Earlsdon
- Trainer led peri-menopause specific weight training classes; and at times not during the working week
- "Safe spaces for women. Better street lighting to enable safe street running
- More flexible times for events such as gym classes
- Group outdoor activities"
- "running by busy roads, mixed with cyclists on paths is unpleasant and often insulting.
- running round the streets in the dark is unsafe, same goes for the park if I can get there.
- so make streets and park safe in the dark and when less busy. also ask bikes to respect pedestrians and slow cars down. More low speed residential areas, include bikes in speed limits, illuminate and patrol areas to increase protection."
- Walking partners for safety
- More information about groups
- Would like more groups and community activities, local park is very close (lake view)
- Provide more linked up cycle paths
- Improve pavements and footpaths. Mount Nod.
- "I used to use the toning tables at the old sports centre but these were subsumed into the facilities when the model changed from discrete payments to a monthly subscription, which I couldn't afford. There are no toning tables available now.
- Toning tables were originally devised for people with arthritis and had wider purpose for others with limited mobility and health. This rationale got completely lost in the changing nature of the sports centre.
- I doubt the council will be prepared/able to reinstate toning tables due to the cost. If they could, they would need to be separate from the current subscription model.
- I am raising this issue as I feel that there is a large constituency who might be unable to take advantage of what is being proposed, but who desperately need a means of exercising safely and appropriately, something the toning tables offered."
- Be more accessible to Visually Impaired people. More assistance when using public gyms etc
- Having less joint pain would help me move more
- "Keep providing free car parking at The War Memorial Park
- Put lighting all way round War Memorial Park so feel safe when walking/running"
- Daytime classes away from the city centre
- Showdown is traditionally played on a wooden table. There is no reason it couldn't be played outdoors though, if one were made from metal or stone. I use the War Memorial Park, and an outdoor table where we could play would be a great facility. There's the wonderful gym equipment in the Longford park, so more of that stuff would be great fun.
- Make Caludon Park safer
- I find if you want to walk or exercise there are plenty of sites to do it, and exercise equipment park as in Victoria Park Leamington
- I play tennis at the War Memorial Park & although there are floodlights the surrounding area is extremely dark so I have had to stop playing now as I felt very vulnerable !

- "Run more community based activities in every area of Coventry.
- I live in the southern part of the city, on the edge of Stivichall/ Cheylesmore. There are quite a lot of things at the Cheylesmore Community Centre organised by the Adult Education Team but at a certain cost unfortunately. I have found a very affordable sport initiative launched at the Xcel Centre for 50+ for only £2 an hour (and it is a drop in. No obligation to turn up every single week). This example be copied and offered in more places. Community run activities like those also organised at the Foleshill Community Centre should be advertised in a better way. Maybe a list of free and/or affordable activities could be posted on the Go CV and other websites."
- "Memorial park, worried to walk or run on day evenings.
- Used to play badminton with friends but it was really difficult to get court. You can't book them online. Had to ring up and wait for someone to answer, only to find the courts were full."
- Recognising state pension as eligibility for go cv + status. Govt are classing it as a 'benefit' when it suits their agenda/scenario but the fact that it is not one of the qualifiers means we can only have ordinary go cv card. This debars us from participating in most of the provision under the scheme
- Fewer cyclists on pavements.
- Nothing
- "Edgewick park has the equipment but it's mainly used by Eastern Europeans as seating. They're in large groups and quite intimidating, so don't feel safe asking them to move.
- More community led sessions at a lower cost or even better free. "
- I can't swim and would like more access to swimming lessons. They tend to start and end at certain times. They should be offered continuously. I can't ride a bike proficiently. Adult bike riding lessons would be great. Better advertising of activities and reduced costs. Gym us a turn off for me, more open-air activities would be of interest and small group activities.
- More accessible swim times for children who are good at swimming but don't want to go swimming in the family time session at Xcel. Can't go early morning due to secondary school but weekends are family swims or adults only. She's just as fast as adults and just wants to do a few lengths without interruption.
- i walk and run a lot and find that its the most difficult in the winter months - as the nights draw in quicker and often gets dark by 4/5pm it restricts me from going out after dinner for example due to safety concerns and no lighting in the parks - Stoke Heath Park and Wyken Croft are both places where i enjoy walking/running but it's pitch black in the Croft and there is the tiniest bit of lighting from the street lights for Stoke Heath Park but not enough to comfortably walk round. Can we not adopt similar approaches to Leamington Parks e.g. Victoria Park where they have installed solar bollard lights all the way round? It's just a much nicer placer to be when you feel safe and i don't want to have to go all that way just to walk and feel safe. Solar Vision Lighting Technologies is a local company that provide just that
- Safer areas and parks to walk, run and cycle
- Stop the dog owners from allowing their animals' fouling and ruining pavements and parks.
- Better, safer places to walk
- More drop in sessions.
- Signposting events for seniors
- War Memorial park
- Great local nature areas such as Sowe Valley but insufficient foot paths and lighting.
- Nothing that can be done apart from medical interventions.
- I live near the Maudslay pub off the Allesley Old Road. The Village sports centre is near by but too expensive

- More wardens in parks such as War Memorial Park and Whitley Common
- I would like to cycle more with my son but I don't feel safe in the roads. I can see more cycleway are being put in, but they don't seem to join up. We joined in with the cycling event when roads were closed and people were encouraged to get on their bikes and I thought that was really good. It did give me more confidence, but then I lost it again, so events like that could happen more often, encouraging everyone to get on their bikes. Sometimes I walk at the Memorial Park and I like that. I think it is accessible and the free parking for 3 hours helps. I could even play team sports there if I wanted fox or on Hearsall Common. It is accessible. I just don't really have anyone to do that with. Everyone seems so busy and caught up in their own lives. It is hard to meet new people nowadays.
- more walkways
- Outdoor gyms are normal additiin to each play area around the world. In Cov we have only 3 or 4 as far I am aware. The facilities for children (so that they start liking being outdoors) are outdated and not welcoming at nearly each play area. If you encourage children to be outside by updating play areas for them and for the adults, that will prompt more families to come outside and exercise together. Look at Binely Tic Toc Park, there is so much space that could be turned into an outdoor gym. Or the green space around Binley Fire Station. There is so many people jogging there and that will help a lot if the outdoor gym would be placed there to do more than just jogging.
- Throwing money st this isn't the way to solve it. I get that someone has had this great idea that the reason people dont do more activity is because of lack of opportunity. It isn't. People have different priorities and whilst the idea of encouraging Muslim women to walk in the park or white children to play football instead of FIFA is noble, the reality is the amount of kids that are going to pick joining a 5 a side over smoking weed is perishable and insulting. This has been a thing for years and wont change no matter whose job has been funded to do it. The problem isn't availability. The problem is driven by a lack of decent wages, housing and prospects.
- "Being able to access green spaces traffic free would be a game changer. I live in Binley, and we have some great routes (Sowe Valley, Coombe, 12 o clock ride, Binley woods etc.) but none of them link up without having to run on busy roads like Brinklow road, or paths next to busy roads which randomly stop leaving just the carriage way. Or sowe valley for example requires running through and around the hospital rather than just behind the hospital to walsgrave hill which would be far more enjoyable, traffic free and Mae the route more accessible.
- There's very limited parkland around this side of town, we're missing a park like allesley park or memorial park within walkable or runnable distance, to a park where you can run loops, access services etc. all traffic free.
- It's a shame because in Binley, 500/1000m of connecting paths to existing paths would connect up all the great spaces (Coombe, Binley woods, sowe valley) completely traffic and road free, and a little more pathways around Coombe fields road could connect you to the canal pathways further improving access to green spaces and the Coventry way etc. "
- More aqua aerobic classes
- A cycle path at the Memorial park would make it easier and safer for people to walk around either individually or in groups without having to constantly avoid cyclists
- I dont think its up to you to motivate me or others, its up to ourselves.
- Make me ten years younger!
- Happy with the amount I do
- Local affordable swimming pools for adults only. Country Parks with easy access and free parking or easy public transport
- Local activities in parks. For me it's War Memorial where more sports events could be organized. I'm very happy to see people started playing football and cricket there. There's Saturday parkrun and Sunday parkrun for kids. Once a year we have Sphinx running club organizing a run there and I think there's a sports day organized by Indian community once a year. I think there's a potential for more, especially for kids. Sports events for kids would

be popular and would make parents go out, cheer and maybe compete as well (if some family events are organized, maybe family running relays, maybe cycling around the park?)

- Times of classes - offer lunch time options or after work - e.g. 5.30pm
- Safer cycling routes to and from City Centre. Better access to (walking and cycling) to precinct and market while building works are taking place.
- More police visibility in my area St Austell Road, especially in the evening as we are plagued with motorbikes and fast cars racing round our road and attothall road like a race circuit. It is unsafe to go out after dark. Drug dealers parked up at belgrave square, you can't even walk to the shops safely after dark or in the day.
- "I get anxious with too many people and have mobility limitations
- After having a heart attack I'm now scared to do touch incase my heart can't take it
- All I need is there already. I do exercises at home before getting out of bed (15 minutes); knee-strengthening exercises and indoor cycling (about 25 minutes); and walk into the city centre along Warwick Road to visit the library and do small bits of shopping.
- Make it 4 hours free parking like all the others that are free to park
- "Banner Lane, Tile Hill
- I have to walk alongside very busy roads. Yesterday I had to cross Upper Eastern Green Road four times as the path was blocked by workmen's vans. Not good if you have a pushchair or have mobility limitations. It would be good to have safe areas to walk. As a lone female I would not go into the wooded areas and am also wary of parks"
- run mire activities in Allesley Park either at centres of in the park
- "Carry on with the roll out of cycling infrastructure, the cycleways are great, except that they are often from nowhere to nowhere, they need to actually go into the city centre and link up with other cycleways, not just dump you out on a busy road. Better cycle parking infrastructure would also help - the set up at the station is good, but other areas such as the city centre or Earlsdon High Street are lacking.
- Also, better facilities for Coventry Cycle Speedway club, they are doing great things, especially for kids, but the facilities at Hearsall Common are very basic."
- "Ensure that parking is kept free at the memorial park (there was some talk of introducing fees instead of the free 3 hours).
- Bundles for the swimming pools or exercise classes at the council owned leisure centres eg buy a bundle of 10 swims for the price of 8. "
- "Cheaper admission to swimming at the wave Coventry
- Better still would love a outdoor pool for the summer for children and adults
- Or a paddling pool for children "
- "Street lights being off in the morning make its much darker when out running. I run everyday so often have to get up very early in order to run before work, I wear a headtorch but it is not ideal.
- It would be good if the bike hire was rolled out further to the East of the city, I have to walk almost exactly a mile to get to my nearest bike and am still the same distance form town, whereas it is borderline quicker to spend that mile walking towards town and then just continuing on foot. I understand this is not controlled by the council but maybe they could be advised or support with a further roll out."
- I'm a disabled woman so getting places is an issue as I don't drive and I need to feel safe
- I don't really know.
- I think that I would like to walk regularly but not on pavements which can be uninspiring. Led group walks in parks near me (Caludon Park, Morris Comman). They need to be accessible to slow walkers and not be competitive.
- More blind sports in Coventry. As of now there is only one, which is Show Down.

- Access to gyms free without needing to be on benefits. Free for over 60's- not only poor over 60's
- Parking charges at Combe abbey put me off visiting.
- activity equipment in the memorial park
- Weight training in the gym for women only
- "Perhaps local walking groups so that you don't feel vulnerable walking alone or when it is dark.
- Better upkeep of footpaths such as the sowe valley footpath and publication of walking routes for all abilities."
- Nothing
- I'm not on benefits. So cost for activities could add up pretty soon which is difficult. There isn't any publicity for free, group events - such events would make me feel safe to participate in. Due to safety concerns, and being a female, I don't feel safe wondering in parks on my own. I live in Princethorpe Way area (near Morrisons Estate).
- Entrances to coundon wedge inaccessible for a mobility scooter, no usable path services either there or across lake view park. Not enough drop kerbs or they are blocked or hazardous, ie the one at Allesley road traffic lights junction of Hearsall lane slopes steeply scares me when on my scooter as it leans too much
- Safe routes for cycling
- "Increase facilities like indoor bowls rinks rather than closing them.
- Make the free bus passes available for use at ALL times."
- Improve road surfaces for cyclists.
- More benches in parks and open spaces so I can sit when tired. Proper paths too.
- I live in tile hill coventry. There is nothing in my local area. or near. Mosty thing are to far away which means you have to be able to drive or travel on bus to reach. We have a schools which could be you a youth centre. Church Hall. Nothing for my age group or I would feel inclusive.
- improve coombe abbey fishing lake as its a DISGRACE at the moment ,its been left to go to ruin
- Better street lighting in and around parks such as Spencer Park
- Provide more allotment sites across the city.
- Free activities
- Use community centres to put exercise classes and group on.
- Knowing about local classes and groups to do activities in my area
- Outdoors gym near cannon park road
- Provide clean gyms with functioning lockers that are big enough to hold peoples belongings!
- See above. There is only one place that offers line dancing, but it is some distance from me and only on in the evenings. I am older and female and not keen on going at by myself at night. There is no direct access by public transport.
- Lots of the cycle paths are not joined up - and so you go from being on a cycle path, to on a 30 mph road, to back on a cycle path,. One example of this is banner lane/station avenue southbound
- Something local, accessible, affordable and being done by people who have some understanding that not all of us are young, fit and healthy but would still like to take some part is exercise and fitness for health and well-being.
- I wish every road in Coventry had segregated cycleways like the ones in Binley, Coundon, and Charter Avenue, 2. I wish there were more bike-friendly crossings on dual carriageways like the new one on the A45 by the Esso petrol station, for example Butts Road near the junction with Albany Road really badly needs through-crossings for bikes rather than the four sets of lights for pedestrians, there is no room for cycles as well as

pedestrians on the island in the middle of Butts Road - this has become a nightmare for cyclists since the road was widened, 3. I wish they would put back the subways under Junction 7 which were much better than having to wait at so many different sets of lights, and 4. something really urgently needs to be done about the way the cycle lane under Junction 7 just disappears, it becomes a shared footpath on Croft Road with no cycle lane markings, having overgrown hedges on one side and a sloping grass verge on the other -ie. an accident waiting to happen with speeding deliveroos coming round a blind corner, aggro from pedestrians, etc. 5. how are cyclists supposed to get across the junction between Starley Road and the entrance to the Skydome complex, where there are no signs or lanes marked going towards the city centre? It is no wonder so few people attempt to cycle around Coventry with such poor infrastructure, I am a die-hard cyclist and it is enough to put me off going into town, 6. there is a serious lack of safe racks to park a bike in the city centre now the redevelopment is underway, none of the racks that were removed have been replaced and the few that remain are inconvenient, unsheltered, and targeted by thieves

- Make parks safer and cleaner.
- "Pedestrian crossings on Coundon wedge Rd. And from Holyhead Rd Tollgate to the Elms.
- This would make the wedge more walker friendly
- ""Cycle way has been put through Coundon hall park with no speed limits for bycle or scooter s and a blogger suggesting that these have priority over pedestrians crossing what used to be a safe green space and people saying they would not slow down to avoid collisions with pedestrians or dogs crossing it even though law states that pedestrians should always be considered to have right of way when crossing roads or cycleways
- Perhaps signage should be put at entrances to what is considered a park to be aware of this and a speed limit of 15 mph max be put up"
- Have something for people with fibromyalgia and spine issues
- Get police to be present in the parks on foot everyday and bring back police just walking around engaging with people edwick park is the location in question my sons school actually gave us a letter warning us about the park so tackle the issue as you're clearly aware of the situation
- more free activities
- I walk at the War Memorial Park because I don't feel safe walking in my local area of Cheylesmore and Styvechale. I would like to see a Police presence such as PCSO's regularly patrolling.
- A swimming pool that I could walk to would be ideal. I live in Green Lane South. A swimming pool at the Memorial Park would be ideal. We lost the outdoor one where Poolside Gardens is now I believe.
- "Free parking at activity sites including parks.
- Reduce pricing on activities ie the wave is cost prohibitive for families like mine"
- "Most activities are aimed at children or families so it can be hard to find things that are accessible to adults e.g. ballet classes, archery, assault courses.
- More accessible activities within the area of coventry city centre so its more walkable to get places that offer activities. Very few places offer taster sessions - some you have to sign up to a course and you don't even know if the place will be welcoming. "
- I'm pregnant at the moment and need to go to the toilet very often. The best time for me to go for a run is before work, but it is also a time when toilets in war memorial park are closed. I got the radar key for accessible toilet but it seems to be locked as well. It's not a huge problem and I know being pregnant is quite specific and park is empty around 6am so it likely doesn't affect many people.
- More cycle lanes. Connect up the ones you have. Encourage all to have better access to sport not just those in areas classed as deprived
- "We don't need any more help as far as walking is concerned. We walk around our are in Potters Green, then along Shilton lane, past the cemetery, then turn right along Woodway lane until we reach the sports fields. We then turn left and walk round the fields until we come to the bridge over the canal. If reasonably dry we will walk along the canal path for about 1500 metres. We always take some proper duck and swan food with us. When we see some birds we will stop and feed them It is quite fun because they will recognise us. Then we will turn back and when we reach the

bridge will turn left, joining Woodway lane again and it is about another 2 km home past Potters Green shops and on until we reach home in Frankwell Drive.. I am 88

- and my wife is 65. It is not difficult. We often meet other regular walkers on our route,, often with dogs which recognise us. Quite fun
- We started walking longer on advice from my doctor after I had heart attack and heart surgery. I do have to take care and tread carefully. I never go out or walk alone and need always carry medications with me. But if I can do it, many others should be able to."
- Don't know
- Swimming is one of the best activities for someone like me but I have no local pool within very easy reach, no outdoor swimming areas, nobody to do it with and I can't afford it even if there was somewhere.
- I love outdoor equipment in parks - please extend this! Only seen in a few places in Coventry, nowhere near me. Would be great to use different core muscles by integrating into my walks. How about installing in Memorial Park? Or small parks around town. Keep maintained. I could use to strengthen arms, etc.
- I think I do enough, using AT7 centre and walking along the canal between Ricoh arena and greyhound pub. I sometimes walk from Ricoh to Gallagher retail centre , but don't necessarily feel safe on that part of the canal. I also walk to town a couple of times a mth, which takes 50mins from my house.
- "Prompt response to maintenance issues I.e. door handles not working in swimming changing area Xcel. Hairdryers not working Xcel
- Hairdryers not available Moat House
- As above"
- Different initiatives to try. E.g. pilates taster
- Stop closing footpaths and building all over the countryside around Keresley. Stop scramblers using Bunson woods. People need wild spaces. I use to go to evening yoga classes but there aren't any Nein walking distance anymore
- having more energy
- Have a path that you could walk the field in brookstray park cv3. Make sure any paths are maintained by making sure trees/brushes are trimmed back
- Less hours at work
- More swimming pools that don't require membership
- local areas to swim outdoors
- War Memorial park. Advice on exercises to do at home
- I don't drive but I enjoy walking into the city centre to the library, shopping, cafe etc. However, as I live in Coundon, I need to go through the underpass from Spon End to Spon Street. I used to be quite happy with this, until delivery drivers started to come whizzing through. This route into town has now become scary. I still use it but I have become cautious. There may well be a time when I opt to use the bus rather than walk.
- More affordable excessive stuff in willenhall and surrounding area or scheme for gyms for low income goiseholds
- Provide netball courts. We don't have any public free netball courts in Coventry. One park Naus mill has a court marked out but no netball posts
- Access to footpaths and more natural countryside that isn't blocked for parking (many laybys or potential parking places are barriered, although I understand why because some people can't use them appropriately so it gets blocked for everyone). Swimming pool access in North west of the city so don't have to take ages to drive to a pool (although that will mean losing more countryside that we have already so we loose out either way)
- Buddy scheme
- I live near lots of green space which I used to walk on regularly. Now I don't feel safe - lots of reports of dog attacks, men in bushes, mugging. Very sad situation

- Clear debris from cycle lanes and paths more often.
- I have advanced osteoarthritis. If I could access a knowledgeable person at a gym, I would consider gym activities.
- Busy traffic that is noisy, polluting, on Brandon Road and makes it difficult to cross as a pedestrian. Also lack of joined up cycle paths across the city. I got rid of my bicycle as I didn't feel safe enough to cycle.
- As I don't drive I would have to use public transport to access most leisure facilities. Buses are not safe for elderly people. In the last two years I have been injured twice on a no 6 bus once in an unprovoked attack by a passenger and once by a driver driving dangerously. National Express failed to deal with my complaint. Priority seats are often taken up by people with shopping trolleys or by families accompanying mothers with pushchairs. I choose to keep myself safe so only travel at times when buses are likely to not be crowded. This limits my ability to travel locally.
- More accessible options for winter/raining days
- All I want is access to the gym and sauna at Alan Higgs Centre for £20/month. But no, I have to sign up and also pay for a bunch of stuff (e.g. the wave) that I don't want.
- Improve Floyd's Field, Tile Hill Village. I was told there were plans? to get a proper path around, make access for wheelchair users (there is none at present), and update children's play equipment (which is dire) and provide benches/bins.
- More specific walking areas
- Make places like the wave cheaper.
- I want to start going back to the gym but I can't afford it
- Cycle path around lake view park
- Up to date information on local classes, dance, keep fit, yoga, etc.
- More outdoor gym equipment would be wonderful, in accessible community locations
- "I love cycling but now I have a 2 year old I'm not prepared to risk cycling on a road. Especially not when (by my observation) 25% of drivers are distracted by their phones. The cycle lanes really help but they don't join up enough and there's not enough cycle parking particularly near the places I want to go in the city centre
- It's a pain to walk with a pushchair if there are no drop curbs or they don't line up. Also I avoid places where parked cars block pavements or if there's no visibility to cross roads e.g. because the drop curb is not close to the junction so you can't see whether anything will come round the corner.
- I can't really list places. This is just how half the infrastructure was designed
- "Things like the mini golf that was in the park was a great way of getting active with friends and family - would be great for this and similar activities to be in the places like Memorial Park!
- Provide more opportunities for older aged people e.g. over 65s during the day. When I look for activities there are very few. I'd be interested in trying activities such as Thai Chi, Pilates etc where classes cater for an older aged people group as general classes with younger participants can feel intimidating. Somewhere central or in the eastern side of the city.
- Informal, free parking
- better public transport so I can reach the gym/sports locations more easily
- Local parks holding accessible, staffed movement sessions. Website info on where accessible pools are located. Disability friendly running/wheeling groups. Supported volunteer gardening/clearance sessions in oaks and wildlife areas.
- cost of xcel could be cheaper i have a cv+ and ove 60 so the cv+ cart is invalid yet you do deals for student's and they have there own pools at warwick uni and cov tec
- Relaxed swimming sessions for older people, more affordable exercise classes like Pilates.

- "More information about green Cross country walks ie how to access the route and any organised walking groups - Tile Hill - Kenilworth etc especially as HS2 seems to have cut through the path- maybe real directions on a signpost
- Host groups on the Cov CC website or supply email addresses or phone numbers
- "Allan Higgs gym, time with trainers/supervisors, would help patients recovery by guiding them through the right machines and helping them to set programs
- More availability for adult swimming at the xcel leisure centre would be ideal. For someone who works 8-4 the available timeslots can make it extra difficult to go swimming because of the limited sessions, especially at the weekend when almost all of the day is family fun sessions & there is only a single non family fun session. I would love to swim more but the limited session times combined with working full time make it difficult
- "All our banks have gone from my area (Walsgrave Road - Ball Hill area). It appears that every building that gets empty turns into a hairdressers, take-away, gaming business, charity shop or mini market.
- Turning an empty building into a hub that does banking, has activities for teenagers, the elderly, meeting places, maybe educational classes would be a blessing for this area. There are a lot of lonely people who would love to get out and about and are definitely fed up with how our area has become. I'm all for change but this is going backwards. "
- N/a
- I use a wheeled walker and struggle with blocked and uneven pavements
- "I would like more local classes in Keresley.
- Presently I travel by car to a gym "
- Better secure places in the city centre for bikes, I am reluctant to take my bike into the city centre in case it gets stolen.
- Organised classes outside on the green space land the back of Xcel in Mitchell Avenue Canley Coventry
- More indoor sports facilities. All school sports halls should be available for booking by individuals/clubs after 6pm until 10pm. Any new facilities must cater for all indoor sports and therefore be of a suitable size to accommodate the largest area required by any indoor sport. A council run 18 hole golf course would also be advantageous.,
- Caludon Castle Park
- I can get health problems from having a hiatus hernia. I need to exercise when my stomach is empty. This is because I am in my early 70s.
- more cycle routes
- Protect the green spaces in CV5
- More facilities for older people
- More affordable fitness classes/group for all ages and abilities please
- Organised walks accessible from Tile Hill area
- I like swimming and would like more adult public daytime sessions to be available at Xcel
- A footpath around the edge of St Margaret's Park.
- Safe and affordable places-swimming or gym
- Example: Yesterday I walked into the city from home. The main trouble is with the close proximity to roads that have heavy traffic. The faster I walk the worse deep breathing is. The fumes, especially from diesel is horrendous, and damaging to delicate lung tissues
- Free gym pass for retired people
- I would walk more if there was less traffic
- "Reasonably priced classes in

- Willenhall/Binley"
- "If the council did not penalise participations in adult education, such as dancing, by increasing the fees required to be paid, compared to adult education in respect to other learning skills. Surely it is important to ensure people are being encouraged to be active, just as much as being tutored in other skills. Dancing has been proven to be mentally and physically stimulating, promoting social wellbeing and music therapy.
- It would also be useful if the pavements were safe to walk and run on. It appears that the focus of activity is cycle paths, which are invariably utilised by eclectic bicycles delivering fast food at between 30 to 40mph. Are any surveys carried out of use of these cycle paths, compared to the disruption caused and cost implications."
- I sometimes walk part way around The Memorial Park. This would be a great central venue for all Coventrians for classes if there were a building big enough.
- Provide an indoor bowling venue, or reopen the sports complex where it was originally in Fairfax Street. (the eliphant building)
- "Free groups for people who are 'beginners' to sports/exercise
- Introductory sessions on warm ups / warm downs / how to structure my physical activity in the best way for my health.
- If either of thr above were using the outdoor gym equipment at Caludon Castle park that would be great.
- LGBTQ swimming sessions"
- I'm grateful for new cycle routes but don't cycle to places where I'd need to leave my bike for fear of theft/ vandalism. I would cycle more if there were cycle lockers in the city centre and at sports centres.
- Group walks in Memorial Park I
- Nothing, it's down to me!
- More parks and green spaces in and around Coventry
- It would be nice to have a proper path in my local park Lakeview road, to make it more accessible for elderly people like myself and disabled people, so they could walk in the park without fear of slipping on wet grass or tripping over on uneven ground.
- I would love to see an indoor community gym in the cheylesmore community centre, I find big gyms very intimidating so I will not go, I would happily pay membership fees, the outdoor gym by Daventry Rd is great but definitely not for the winter
- Nothing, I can manage myself
- Provide indoor bowls facilities so bowls can be played all year. Although many players are elderly, this sport can be enjoyed by all age groups.
- As an older person with arthritis, having places to rest while walking or doing other exercise is important. The introduction of more benches in Coundon Park has been a welcome development, along with the pedestrian and cycle path, meaning that people can take longer walks while being able to take breaks as well. It would be beneficial to have more benches in other parks such as Lakeview, encouraging people to walk further if they know that they can rest for a few minutes if necessary.
- For adults there are not a lot of activities while children are at school. Also there are lots of things for 60+, but for 30 and more it's mostly gym)) I would love to have some more fun activities and comminity oriented
- Affordable public transport that arrives on time, less traffic. More gree areas.
- Would walk more if there was a local group
- Easy access to daytime team sports for the elderly.
- I like walking around the Memorial Park but the lighting in the evenings is an issue. Also facilities close early and no security patrolling, considering it is the city centres main park it could feel safer. 2 buses to get there us also a pain but would be willing if tge issues were sorted.

- I often walk down the Binley Road and especially between Bulls Head Lane and Marlborough Road the pavements are never cleaned and so from Autumn to Spring are covered in dead leaves and other vegetative detritus which rots down and makes walking unpleasant as well as often being slippery, so you get home with filthy shoes. Inexplicably, the hardly used cycle lane is regularly cleaned by ride-on sweeping machines. Another consequence of the cycle lane construction is that at least two safe centre refuges have been lost, one by the children's playground; furthermore, at the junctions with Church Lane and Bigginhall Crescent there are no crossing lights for pedestrians who have to 'do their best' to avoid traffic when crossing the Binley Road - odd that the almost non-existent cyclists get traffic lights whilst the most vulnerable road user, the pedestrian, has to make the best of it.
- As the nights get darker, I like to go for walks but only have time in the evenings but don't feel safe in Coventry anymore to go out when it's dark as a female. I live on Bennett's road and cars go down this road sometimes doing 80 or 90 mph. Numerous times I've witnessed teenagers or groups of young males ride round on dirt bikes past me in groups. This has happened around Prologis park, Keresley and Coundon Wedge and it is extremely intimidating. There is no police presence anymore so there is no deterrent.
- More aquafit places at Alan Higgs. It's impossible to get a place if you're not a member.
- A lot of my walking is on the pavements locally. Far too many cars parking and blocking the pavements. Still dodging dog poos left on pavements. Traffic pollution whilst walking is bad. Also noise from traffic wherever I walk.
- I would like to walk on Coundon Wedge by myself but I am scared of dogs off their leads.
- Make swimming or gyms cheaper
- I might play tennis more often at Memorial Park if the courts were in better condition. Some get very slippery with moss growing on them. Regular cleaning and moss treatment would help
- "More informal opportunities to run or walk in Earlsdon.
- More active groups in the magazine that comes in the autumn. LEA learning?"
- Some outdoor gyms equipment in Allesley Park
- Coundon, not always safe to use parks or roads as a lone female. Activities and Council supported exercise activities tend to be during the day and not available for those who work
- Put exercise activities in Allesley Park
- Nothing, sadly. Unless you can put more money into the NHS providing treatment and care for ME/CFS. I am desperate to exercise again.
- N/A
- "Walking netball in cv5/6
- Activity groups for my age group (60's)"
- Morris common needs improved equipment for children under five ; ie baby swings and a safe slide. The equipment now is unsafe and old.
- "C25K group with run leader in Allesley Park
- Bootcamp/circuit training in Allesley Park
- Outdoor yoga/pilates in Allesley Park"
- Need to be able to combine activities with other needs, such as shopping, due to time constraints for caring duties
- I feel that the gym staff could be more engaging
- Difficult to walk at night time because of the low quality dinner LED lights so most after hours activities are no longer possible.
- I am 66. Would be good to have a subsidised gym and a session with a trainer who can show you how to use the equipment safely
- Advertise more in local magazines e.g Echo and make the information available

- Nothing, I'm just lazy or too tired, or too busy with work sadly
- Every where is too expensive or over run by men
- I would like to see a path and some benches put in around the perimeter of the park on Hepworth road binley. My parents suggested it as they often find it too muddy or if it's hot there's no shade or anywhere to sit and rest. It's a popular park and could be used by people with disabilities a bit more if it was more accessible. It would also be great if there were some circuit training obstacles or outdoor gym there too. It's a lovely park but could do with a bit of an upgrade.
- Some ladies only classes that cover the use of weights and strength building. Especially for women after 30
- Tell me where I can do chair yoga in or near Earlsdon
- More segregated cycle lanes and secure locking facilities for bicycles
- Provide articles on how to still remain active when stopping (manual) work and when part of your social group is no longer mobile
- Ensure leisure centres are open longer
- "I don't feel there is anything you can do to be honest. I need to make time each week even if it starts off small going back to my Aqua Aerobics class just so that time is for me to destress and forget about family issues for a while that would be more beneficial for my mental health and wellbeing.
- On top of all this I have a very active 2 year old Spaniel who I take out twice a day for a couple of hours so I am certainly clocking up the steps and am not worried about becoming a couch potato as you can see I haven't got the time to sit half the time."
- More flexible opening times at Alan Higgs pool. I understand that half the pool isn't accessible to the public so that schools can swim there - this is great. However the majority of times half of the pool is not being used. This makes the half that is open to the public over crowded particularly when the aqua aerobics class is in session. Could the aqua aerobics class be in the half of the pool not currently being used?
- "Keep dogs area for dog walkers separate to park (park on hepworth road in Binley),
- Keep riff raff off park,
- Kids messing around at the park always and late at night doing drugs or aresol cans left "
- Doing a charity run around tile Hill and parts of banabrook
- Nothing, physical disability
- More options available at work. Previous employer put salsa classes on for team - was good for team building fitness and fun
- There could be more group activities at our local park, the Morris Common.
- council employees having access to gym/class/swim membership
- Improve the conditions of foot paths. Unevenness prevents me walking more
- I use the memorial ark for walking as not all the parks near me are as safe - Wyken
- Reduced prices at sports centres
- how about regular walking groups for women in the cv2 area or an exercise class held in a local park on a weekly basis - Stoke Green area
- I had an allotment spot at the other side of our back garden. This spots vacancy was removed due to being taken over by Coventry University's horticultural course whereby they planted saplings. There's been no activity at this plot for nigh on 8 years and the plot is a mess. I would've cultivated this plot, but as it stands I don't know who to approach to take it over.
- I am local to Caludon and the War Memorial parks in Coventry and the Alan Higgs Centre, but health reasons have been the reason for not attending the aquafit classes lately, I walk daily alone or with my partner.
- I don't really think that there is anything you could do. I just need to sort it for myself.

- My job involves physical activity. We have a park close to our home which caters for children which is great however out door gym equipment for adults would be great.
- A pedestrian crossing on Leamington Road, near the corner of Humphrey Burtons Road, to make it safe for crossing to get to the War Memorial Park.
- Affordable gyms nearby, my post code is CV5 7BU
- "Parks, open spaces often aren't served by public transport. Nowadays things are often only publicised on the internet .
- People who rely on local newspapers read about it afterwards..
- Sorry, that's not specific, just general."
- "A publicly available squash courts free of charge (idealy in a corner or an edge of a park like Hearsall Common)
- simillar to Naul's Mill Park Basketball Court"
- Go to parks without Lycra covered maniacs on 2 wheels charging around oblivious to the older generation walking at a slower pace
- In the Autumn can we make sure all the cycle paths are cleared of leaves asap ...maybe on a fortnightly basis from early October to late Nov . The volume grows rapidly and when they become wet our grip is severely impeded with race of falling off . I use the Coundon cycle path.
- "Better street lighting for running during winter when mornings and evenings are dark.
- Another parkrun eg at Coombe Abbey as the Memorial Park parkrun is too crowded for me to enjoy. "
- Parks near by help
- Very happy with my local park and countryside-I just need the energy to use them more!
- Reduced costs
- Give me my two legs back
- I don't drive and don't live within walking distance of my nearest park (Allesley Park) and I can't afford the cost at The Wave to swim regularly. To access my nearest swimming pool which is at the Excel centre I would need to catch 2 buses into town and 2 back home afterwards
- "I'm keen to promote running to local communities - it's not an expensive sport and there are free timed run / walk events at both War Memorial park and Holbrooks park each Saturday. I can't see reference to Holbrook parkrun on the Coventry Council website. Also, there are several running clubs in Coventry and it could be useful for the Council to advertise these and to convey that they support people of all abilities.
- Please feel free to contact me on terry.moynihan@coventry.gov.uk"
- gym membership offers
- Can I have a free gym membership please
- Improve pavements in west Coventry as they are often very uneven. Stop bikes and scooters riding on pavements and in Precincts. Make it compulsory for cyclists to have and use a warning bell
- Help finding groups that i could join. Coundon and/or War Memorial Park
- i would like to swim more, but the pool is a little too far to walk and cant leave my push bike there knowing it will still be there when I want to go home
- Activities near Morrisons estate area - informal or community places
- A gym class or something that I could bring my toddler to would be great!
- Would like the park to be safer
- I would love to walk more but with darker nights coming, it doesn't feel safe to do so. Need more police out.
- Having Pilates, yoga and Thai chi classes at affordable prices and within easy reach.
- I would like to see more bike locking facilities around the town and surrounding areas as for me not knowing if there is a safe place to leave my bikes puts me off cycling to certain places even though they are short journeys.

- I'm sure an area in the War Memorial Park could be turned into a running track with lights so people could go jogging safely at night or early in the morning.
- "Stoke Flood
- Binley Woods"
- Have more ladies only activities and spaces
- Cheap or free exercise
- "I have wondered whether to try low-key swimming .
- I walk past the Wave three times a week but have never been in. "
- "More female only swimming - female changing rooms.
- Sowe valley walk to be more safe.
- More local cafes to meet up and use it as a starting place for doing things together e.g. to go off on a walk"
- I was a class at my GP's in Moor Street but it folded due to lack of members in 2019
- "Make people aware of local activities in the community.
- May be send the leaflets of various activities with the time table and support with first meeting to encourage more. "
- More discounts for employees at facilities
- Go to the schools gym
- clubs outside of school
- Swimming pool in radford
- Make child friendly areas more common in coventry as it's crime rate is rising since 2024
- nothing
- Add more space in our school, i believe we should have a new sports hall because we normal have to forge classes because of exams so if we could have more facilities also if we could have a new Astro pitch that would be amazing
- Bigger fitness suite
- A new indoor space like a bigger fitness suite with more facilities
- another indoor place like sports hall and another gym as sometimes we have to do lessons together because there is not enough space and when the sports halls are used for exams
- more space so less joining of classes so there's less people in one space
- Buy me puregym membership or JD
- A bigger gym in school and sports hall because it's not big enough and we sometimes have to clash with other students
- I don't have anyone to go with
- Newer equipment
- add new areas in our school such as a gym
- City centre
- New indoor space like a new fitness suite
- Gyms for girls specifically for 13 and up
- Memberships for gyms in radford or around radford (student membership or student access)
- Leave me alone I play football every Sunday amd I'm a coach at my little brothers football team 🙄🙄🙄

- "Pay me to play football games every Sunday
- £20 please "
- Motivation, like music while you exercise, or exercise with friends or family to make it more fun.
- Longford park , foleshill
- Nothing. i'm happy with the amount i do
- Coventry parks are boring ngl
- I don't need to move more I play football
- in whitmore place next to holbrook park there is a moderate size ditch next to the flats i think it would be a nice place to convert into a playground especially because holbrook parks playground is very bad. that or renew Holbrook park or other parks
- Add in more patrol/safety features around CV5 area
- "Park at radford recreational ground
- Idek man
- Football goals with nets in parks and fields
- some more safe places when taking walks or walk home from school/work maybe?
- no where to run
- football goals
- Arranging group walks or cycle rides around War Memorial Park with a coffee and social afterwards at the cafe. Social interaction is just as important as physical exercise.
- More local groups at the memorial park, options where children can come along and/or join in.
- Promote more Informal facilities and safe places
- I would prefer to do physical activity inside so that my participation doesn't depend on the weather. More gyms are really expensive and I struggle to go enough that it's worth it
- Having more time.
- Support with transport to gym facilities and cheaper/free membership
- I think facilities wise, the city is doing a good job with keeping parks and sport places around the city and clean. However, I think to get more people to play in these facilities you need to design the place with things that could catch the people to play more. For example drawing flags or famous players etc.
- "At7 center Coventry
- ""some initiatives for free/ affordable gym memberships/ bikes
- more range of activities at local gyms eg: women's pilates or dance classes at AT7 or the wave"
- Fix the Longford park gym
- make the walking around the park more fun
- "Place I go
- Facilities
- a lot more walking at work
- Affordable housing and rent controls everywhere so that people can live near their workplaces and rely less on their cars.

- I go to choir which involves movement too. However, in my Coundon area, there are limited halls large enough for us to use. So, to motivate me to go to choir more, cheap large halls for hire in Coundon would be useful.
 - Bolingbrook road
 - I enjoy War Memorial Park as a safe area to run. Park run is a safe way to do this. However as it gets darker in the winter months I find it more unsafe to run on the roads.
 - I'm a carer as well as a parent so need something where both I can do one thing and my disabled child (mentally - moves fine by no communication ability) can do another. E.g. an enclosed area that has simple objects to climb/walk over (like soft play but outside made of wood would be perfect) as well as gym type machines like weights and pullies, rowing machine, etc. I have a long term back and foot injury so the usual running type exercise is out. I would do free weights though.
 - Playground in Moat House park would be a great idea. Go together with child, child busy and I have extra time. Around are a lot of houses and children, but no any playground.
 - I have a long commute so leave home early, and get home usually after 7pm. In the Autumn and Winter this is usually in the dark, and as a female I don't feel safe going out alone in the dark. I would love to be able to park (ideally for free, or for a small charge) further away from the centre of Coventry and walk / cycle the rest of the way into the office. I won't cycle at the moment as there doesn't appear to be any suitable routes which avoid traffic.
 - Reopen the old sports centre in town to have access to badminton courts.
 - There is a public park in Deedmore Road that does not have children's rides. You can walk and play football there. I hope they build children's rides and sports equipment that can be entertaining for children and adults also.
 - Arrange organised walks after work or at the weekend in the War Memorial Park
 - "Nauls mill park, beautiful, but i dont feel safe
 - Green park, moseley Ave. what a waste it could be amazing. Promote affordable classes ie yoga, keep fit at Local Churches/Similar venues"
 - Huge black pad off cubbington Rd maybe walk to running club?
 - Space to do a quick cycle or exercise class in work place - Coventry City Council on a regular basis
 - "Park gym in woodend would be great.
 - Walking groups for family "
 - Especially in winter when its darker a safe Accessible place to walk.
 - Support on how to manage workload so work does not get in the way of the time I aim to be physically active.
 - "Run classes designed for people with long term pain / fatigue in different locations across the city.
 - Reduce gym membership prices/issue passes for those who might just want to swim due to pain/fatigue, at locations across the city.
 - Have special pool times for such people.
-
- I don't feel safe or confident going to The Wave or similar, due to noise levels, busyness, fast swimmers who make you feel as though you're in the way.
 - A quiet time, adult only swim for people with conditions like Fibromyalgia, Osteoarthritis, Long Covid, CFS, would be very welcomed.
 - "Make sure you can get more activities for disabled people
 - Make competitions and rewards

- The park
- "Add more activities to the park at Barras Heath Park
- Honastly i dont need help its just my ancle hurts but its getting better so im fine
- make a swimming centre that's cheap near radford
- Im not sure
- Nothing i dont like exercise
- nothing
- Nothing
- I don't know
- promote local clubs
- "More work life balance. I get home very late. Weekends I am working for the week ahead.
- More alternatives linked to my work would be great "
- Caludon park.
- Improvements have already been made on Hearsall Common-with the planting of new trees, but it does get very boggy in areas.
- Nothing I walk to and from work which is 45 mins each way. Plus other activity.
- Continue to encourage less reliance on cars - make it safer to children to get to school on bikes or by walking, improve public transport, promote events that encourage movement or promote movement in local areas,
- Hall Green Road and the roads that attach (those that go somewhere) are designed for relatively high speed traffic with large radius entrances and plenty of parking making it complex to cycle on and not appealing to walk around. There is a strip of greenery that runs from around Hall Green Road to the Hospital but it's poorly signposted and often feels like you're traipsing through people's land. Could do with being better signposted.
- Swans lane park
- Clean up the city. Invest in more areas of nature. Free parking at coombe abbey. Litter everywhere is depressing.
- Advertise what other access to exercise is available
- Local park by Butts Rugby club is somewhere I could go but not on my own.
- install outdoor gym equipment in small park on jardine crescent
- Children in Earlsdon and chapelfields would very much like to play football on Hearsall common but there are no marked pitches anymore ,which is a shame.
- More opportunities to train I attend the Foundry for their class x 2 but that's it. I want more but cannot find anywhere specifically for seniors
- "Improve paths in parks
- Keep parking free
- Would like better swimming facilities without young children all the time
- Gyms at better prices for older clients"
- Not sure
- Depends on area I guess, jogging around foleshill is difficult with how the cars are parked on footpath and quiet unclean too.
- Re-open Brandon Wood golf course
- More older adult classes at Cheylesmore cc
- Knee operation

- None in local area it's all about jogging
 - Make coombe Abbey lake fishable as it has been NEGLECTED for a few years .in my opinion it's a disgrace that it has been left to go unfishable. Years ago people came from miles around to have matches on there ,but now you will be lucky to see one angler
 - There is little anyone can do. I have access to amenities. Unfortunately, my disability impacts at random times, it is linked nerve issues.
 - Safe places to jogging esp for woman in the winter months, less working hours - perhaps a scheme for flexible working so staff can take time for wellbeing which includes gym / swim / running time.
 - "Helping with sports
 - More team work"
 - I can only do it while I have a cr. without my car I do not have any direct access to a park without catching to many buses. I have to go to town and catch another bus out again and then reverse it to get home.
 - I need somewhere to swim as early as 6 in the morning but there is nowhere near me. I travel across Coventry to Warwick uni but it isn't ideal.
 - More green spaces would be great, or making facilities more affordable.
 - I would like a strength and balance class
 - Sjshshxnshhssycffvv
 - More lighting and cameras around memorial park. Some areas are well lit around the main path but there is a whole half the park with no lighting.
 - Pavements in terrible condition vehicles parking on them
 - I'd love to be able to go the gym but not aware of anywhere that allows kids to come in and either join in or somewhere they can be looked after whilst I take an hour out in the gym. It's hard for single mums.
-
- Nothing
 - Regular walking groups or groups for exercise. Caludon castle park for example had some gym equipment, an outdoor session lead by someone would be really motivating.
 - Binley area parks needs to be safer and cleaner
 - Pay me!
 - Something in Holbrooks that is not running around the park on a Saturday morning.
 - Better and more street lighting.
 - "Some exercise classes that involve parents and children.
 - Organised walks at all our local parks- Coombe, Memorial etc"
 - I don't think there is much that Coventry City Council or any other organisation can do to help me. I live in the London Borough of Brent, and do not foresee myself going back to Coventry any time soon.
 - I'm currently limited due to rehabilitation after surgery. I'm very lucky that I have some woods near me where I can walk. I dont think there is anything you can do
 - "Allesley park. Enclosed dog exercise area for people who are struggling with recalling their dog/training them to recall.
 - Enclosed area within playground where parents with dogs can sit and still be able to watch their children where they can secure their dog so they can tend to their child for a few minutes if needed. "
 - Memorial park is good as it's free to walk around and the parking is free. I am a pensioner so don't have spare cash for luxuries like keep fit classes

- Memorial Park tennis courts are in terrible condition during autumn and winter months, being poorly maintained and dangerously slippery. This significantly reduces the amount of tennis that can be played during these months.
- I'm not really sure - possibly some sort of support on finding team sports activities in the local community that are open to solo adults?
- It would be nice if there were places around the city where people could sit and rest. The walking routes to places are not pleasant. They could be made safer, more inviting for people to sit and have a rest, or read a book. This then makes the walking routes safer as more people about.
- Chair or home or local based activities are best for me .
- Create a wonderful facility in the middle of Oakfield house instead of leaving it as a cold none used square
- I'd like to start cycling but there are no dedicated cycle lanes where I live (Longford).
- lower the cost for working people. as we should get perks for working rather than getting perks for claiming benefits.
- More lady activities
- Cheaper prices for working middle people.
- "I have some lovely places close to me but have to walk through areas - including my road, where I don't feel safe when its dark. I live on Mayor's Croft, Canley, and there is A LOT of drug dealing and street drinking. A higher community police presence would be helpful, or more cameras to discourage the drug dealers (who do more kerbside deliveries than Uber eats).
- We have a high occurrence of dangerous driving and speeding around Canley, by cars and dirt bikes. There definitely needs to be some kind of deterrence. E-scooters are also a frequent nuisance/worry on pavements."
- "Modifications to lake view park means that i don't feel as safe walking there as i used to - the mounds of earth placed along lake view road now block site of the walking area from the lighted road and nearby houses - its' even worse now at/after dusk - before this you had clear site of the houses and the street lights shone into the park - they don't now reach the areas where people walk.
- I also cycle to/from work going up four pounds avenue via canley to university of warwick - for most of my journey there are no cycle paths so i either have to ride on very busy roads (some at 40mph) or cycle on the pavement which isn't a problem if they are wide enough though leaves pose a risk for slipping in the wet weather.
- I notice that most cycle paths radiate out of the city rather than help you move around the city."
- "My nearest park is Longford Park, an amazing, beautiful space which i truly appreciate. For my parents, this was a favourite walking space, and they would have social interactions with others as they walked at the same time daily. But as their mobility decreased, they struggled with the walks. Could we have more benches so people with limited mobility (use walking aids) can have more frequent opportunities to stop? Even if not required, having the confidence that they can stop if needed would help, as that limited the routes we would take. I also know toilet blocks are hard to maintain but if there was another one available maybe near the car park off the Longford Road side that would help too.
- I often see broken glass, damaged trees and other signs of vandalism. I was part of a running club there years ago, but don't have as much confidence in terms of safety to go running in that park now, and tend to use the gym more.
- I think regular but informal events at weekends as well as weekdays would be great, a mix of bootcamp style activities or running or outdoor gym advice, that would also be a way of meeting other people and linking with them to do outdoor walks or workouts which would help with motivation and sense of security."
- Just because I am older it doesn't mean that i wouldn't be interested in activities that are considered to be for younger people, ie dancing
- I live in a rural location and have to travel 20 minutes by car to my gym so although I am active and exercise regularly I am not able to do it locally. I enjoy running but in the village where I live, running is quite limited in the winter months once it is dark as all the surrounding roads are country lanes with no lighting so I struggle to do this after work.
- safer bicycle routes, preferably traffic free or separated from the main carriageway.

- My local area is Canley. I only feel safer in a group. Most activities in my area are in the day
- "Cycling has become increasingly difficult because of unsafe / unlawful / anti-social vehicle parking. Cycle / pedestrian paths are regularly blocked. By ""blocked"", I mean they are unable to fulfil their intended function of allowing cycles to safely pass in two directions along with pedestrians. On my commute to work, along the A45 between St Martin's Road and Charter Avenue, I encounter typically between 1 and 6 vehicles parked fully off the road on double yellow lines and with no dropped kerb. There appears to be no appetite for enforcement. The alternative of riding on a busy dual carriageway is hardly attractive.
- This route is depressingly below par. E.g. 1 Junctions on to the A45 are poorly managed, with no indication that there is a cycle lane going both ways (leading to near-misses with drivers who don't look both ways, as per HC, or simply don't give way at their stop line, as per HC). E.g. 2 the southern section between Woodside Av. and Kenilworth road simply disappears on the CCC cycle map. What are we supposed to do? There's no signage indicating this. But there's also no bike box going west or alternative going east. This is not benign neglect, it's just neglect.
- New cycle infrastructure is patchy and of highly variable quality. E.g. 1 the new A45 crossings involve excessive wait times and, according to discussion on Warwick Uni's cycling group, are confusing even experienced cyclists (and, like the existing pedestrian crossing at the Sir Henry Parkes Rd junction, do nothing to stop vehicles, especially HGVs, simply blocking the crossing while waiting at traffic lights or in queues). E.g. 2 the purpose of the lanes next to Cannon Park is unclear (they don't do anything to enhance access to the actual shops).
- I put up with it, though these days I often get sufficiently hacked off that I take the car instead (for a 5 km journey! Pointless!) but my wife gave up cycling in Coventry years ago because of poor infrastructure and safety fears, and my kids have no appetite for it.
- "More cheap sessions
- More aqua sessions at Warwick uni
- Mumbai for active seniors too"
- I think there is loads of support and oppprtunities for people to keep fit. I think the investment in fitness hubs around the city has been great, and a lot of areas have parks within walking distance. Facilities in these places are good. There are lots of clubs with youth sections and positive people encouraging young people to get involved.
- More varied and accessible classes on the evening with taster sessions for some of the popular ones.
- I tend to stay away from activities in the city centre. I don't feel safe walking into town and around town on my own
- Activities that I could do wit my child.
- Make access to gyms more affordable.
- Would like a training partner/buddy for the gym.
- Feeling safer in my local area, especially in winter as I struggle to go out when it's dark
- More afternoon classes
- Better pavements safer streets better lit
- Nothing
- More lit areas , in spon end around Cumbria Close so its not dark if a person is on own
- N/A
- More local equipment in parks
- Supported places
- Get rid of electric bikes and scooters
- I'm okay getting about at the moment.

- Ensure the memorial park remains free parking for three hours... I go there daily if you are to bring in pricing, I will no longer be able to afford to go there
- create a more connected network of greenways through the City, for cycling and walking. Cycling for leisure, using our dangerous and polluted roads is no fun at all and extremely off-putting. Also through the City Centre (along the lines of the ancient east/west routes and north/south routes through the City). Even around the inside or outside of the ring road perhaps? Improving access from City Centre to St. Nicholas Street, the Canal Basin and beyond needs urgent attention that bridge over the ring road is extremely off-putting for visitors, pedestrians and cyclists alike. Improvements also required at Mile Lane/Quinton Road/Park Road/Parkside junction. Open up these thoroughfares rather than keep creating 'dead-end' which only result in 'dead areas'. Queens Road to Central Six and beyond to Spencer Park the same. I could go on.
- More local and mixed from all back ground community events. Please
- "My activities are primarily walking and going to the gym. In terms of walking, I feel like the city meets that need well and I have plenty of places to walk around if I want to. In terms of gym, subscriptions can be quite expensive even for the cheap ones, so it will always have to be the only physical activity that I have to pay for as I could not afford to have gym and another paid activity. That means any other activity I would want to try needs to be free, which is difficult to find locally or at an appropriate time after work. I would love to be able to find groups that organise different types of physical activities for free in my area, but I wouldn't know where to look.
- Another activity I would love to be doing more is cycling, but the lack of cycle lanes makes it very difficult to do that here. The existing cycle lane on my road (Coundon Road) ends in a very awkward spot and doesn't even link to the retail park or to anything at all, and so I don't have an incentive to take my bike out of the house to get places as I would have to cycle on the road for most of the time, which to me feels incredibly unsafe. As such I have a bike that I keep in the shed. "
- create an outdoor space in Earlsdon
- "Allesley park area. Would be good to have pilates at community centre again or another local space.
- Village hotel or similar to gave a swim only membership rather than one that includes gym that I'm not interested in "
- Free gym sessions one to one to set a suggested programme and reduced rates to continue.
- I don't think the Council could do anything more - it's up to me to find the motivation
- More water based activities on the evening for adults
- Reduce the cost of membership to the gyms, £43 a month is far too high. I'd be able to pay about £200 for a year.
- More activities in Binley Green and highlight/promote them.
- Knowing people around the area and group activities other than classes.
- N/A
- Motivational guidance, hints and tips to get started and continue to progress
- nothing really as I already run or walk around campus
- "In Birmingham there are a lot of ladies only classes, swimming activities etc which enable better access
- Also I work for the Cov Council and am hybrid working, if there was the option to allow workers to access gym or fitness etc during work hours which could logistically be made up later in the day then this would allow easier access. Gyms first thing in the morning are not possible due to child care and school runs, and by the evenings we are exhausted. the times we would have the energy are during work hours, but even if we could be given say 1 hour in the morning to get fitter, it would help immensely with staff being healthier etc. "
- Easier booking at sports centres - having to ring up to book adds an additional barrier for me. It would be so much easier if I could access an easy online booking platform that removes the hassle.
- "Set up local projects that takes all the points stated above into consideration...."

- Cost, local accessibility, cultural issues, people with lack of self esteem etc etc.
 - I live in Willenhall and it's difficult to come back from work and go somewhere like Allan Higgs but it's equally difficult to take a walk in the evening because the streets don't feel safe, especially now with"
 - The pavements where i live are very uneven, savings slabs broken. Bredan Ave especially. Plus the path by Coventry Saracens facing 15 Falcon Ave are as bad. I have already fell and broke ribs vefore
 - Safe streets, facilities and organising groups
 - Accessible dog free spaces
 - For any local residents they should have the joining fees removed from gyms as this is a deterrent
 - "Price
 - Swimming and other fitness classes are so expensive with Ccc
 - Private simple gym is £24 a month which for gym and classes is a going price but I travel 20 minutes away
 - When other places nearer like all the secondary schools which use to have adult ed now offer nothing!
 - Surely exercise should be free/cheap accessible to reduce the NHS pressures."
 - More organised activities in Memorial Park.
 - More activities promoted, group activities for beginners
 - More local facilities or volunteer led walks or outdoor activities
 - I would prefer a location I could walk to. I am in CV6 6BD.
 - "It would be great to see more focus from the council on promoting physical activity and raising awareness of what is already happening locally. I am fortunate to live near Longford Park, which is a lovely place to walk or run, especially in the mornings. However, in the evenings there can sometimes be issues with antisocial behaviour from groups of youths, which can feel intimidating and discourage people from using the park.
-
- One positive example is the Longford Striders RunTogether group, who do an excellent Sunday social run from Longford Park most weeks. Joining them has really helped me stay active, as having the safety and motivation of a group makes a big difference. It has also encouraged me to explore some lovely local routes that I would not normally run on my own. It would be great if Coventry City Council could support and promote more initiatives like this, with community based, inclusive and regular opportunities that make it easier and safer for people to get active in their local area."
 - Stop charging so much for after school care and school clubs then maybe I can get my child involved in other activities whilst getting some more free time to myself to be more active!!
 - A free or affordable gym in my locality or a network of people trying to get fit doing it without judgement
 - We would like a pump track and a flat scooter road in the memorial park.
 - Make parks like the morris park have exercise equipment
 - light exercise classes for people with disabilities
 - Memorial Park toilets used to be open until 6pm. After lockdown, it changed. Would be happy to pay for an access card, or a nominal charge to use it out of hours.
 - Its me. Ive slowed doen now Im old
 - More hard pavements across green areas. In winter it gets too boggy
 - Update play grounds in parks. All outdated need re designing.

- Planned walks in Earlsdon
- "I just don't feel safe in
- My neighbourhood. Fear of knife crime, being a women being attacked and dragged somewhere but can't carry anything to protect myself. Also dogs being about and not under control."
- Safe well lit places at night to run
- support from qualified trainers and special places for spine rehabilitation
- Dedicated walking routes around the city that were traffic free.
- I have started running three times a week in Longford park around 6.30pm. I don't feel safe but I need to do it for my mental health. More lights and car park being open later would really help.
- "More women's only sections
- ""Street lighting
- Accessible paths
- Free car parks
- Better public facilities for swimming that are advertised"
- Bettter running routes would be helpful. Paths are often blocked by parked cars and canal towpath has dogs not always under control of owners.
- Make a cycle lane in The Memorial Park
- The wyken slough needs to have wider footpaths. The existing one is too narrow and uneven.
- Indoor facilities, classes for over 60s that are afgordable
- "I hadn't done any exercise in 5 years after covid but recently joined Longford Striders Couch to 5K running group as I wanted to start running again.
- Their group is amazing, only £20 and so freindly, after 6 weeks of running with this supportive group I'm now running continuously for 30 minutes, x3 times per week. I've already asked to join their group on Sundays after the course finishes. I've also found running buddies and we run around Longford Park twice a week together, plus join Longford Striders for the group run on Sundays.
- Longford Park is only s short walk from my house in Brockenhurst Way so i know I can get there without a car (we have a car but use it as little as possible to save money on fuel).
- I now feel amazing and have also given up smoking again after starting again during covid."
- The lighting on our streets for walking/running and uneven pavements
- Safe, accessible and free activities, often doing exercise is quite expensive, e.g. hiring sports courts.
- More safe accessible community growing spaces like The People Patch at the Alan Higgs centre
- more local gyms
- "I live near Longford park, it would be great to have a more gym facilities here in the park as the gym membership is too expensive.
- There is also only one women's gym near my area (but on Foleshill Road) more gyms for ladies would be very beneficial, OR another alternative to ladies gyms is having more women only keep fit classes, either indoors or somewhere safe outdoors withing Linford park. For example I have been told by my physiotherapist that doing regular pilates would be good for my lower back pain but there is nothing at all available in my area.
- In my opinion Longford Park has huge potential to attract local community to become more active but there are only two muggas, we could have a tennis/badminton muggas too. I normally travel with my children over 30 min to play Tennis elsewhere but the cost of transport is expensive so we have stopped playing tennis.

- Also more groups like 'Stride for Longford running group' is very popular so we should have more funding being put in place for similar types of local groups. "
- I am the P.E lead at Tiverton Send school. We need more activities and places for Send children to take part in activities.
- "Tile hill area
- For families that have children with additional needs
- Fenced, gated playgrounds, parks that child couldn't run off
- Safe places in Willenhall that i can go with my SEND child
- Children in our community when play outside other residents keep complaining unnecessary and making false claims that children (under 15) even if children being innocent just playing around to keep them active and away from gadgets. Thus, kids doesn't feel safe or constantly being under pressure. Thus, even if kids wish to play during term break they prefer not to go outside to avoid any new complaints.
- We live on burnaby road, i have mobility issues and have autistic children. Not many parks are at a close walking distance. And mostly not many places are autistic friendly. Specially during holidays all the kids places are so crowded we can't access them safely.
- There is no park in my area, even kids can not find places to play.
- The old sports centre used to have toning tables which kept joints moving without exacerbating conditions. When that closed there was nothing similar available.
- More wheelchair accessible gym equipment
- Guided walks, but at a leisurely pace - I'm worried about not being able to keep up Area: CV3; Quinton Pools, London Road cemetery, Charterhouse Fields.
- More guided public, ideally open space activity in parks, such as Tai Chi, step and body movement activities.
- Exercise equipment in public parks
- Well I mostly do walking while I'm working as it's a part of my job role and in the morning I do regular exercises. I sometimes go for running outside as my wish. So for me I'm all comfortable with everything I'm doing.
- Safer public walkways
- Create more cycle paths, making it even safer for cyclists
- Better lighting in local park which is St Margaret's Park, Ansty Road. I worry about crimes like drug dealing in cars parked nearby. Also dog mess can be an issue if out walking. Caludon Park is nicer but a bit further away. The park looks run down. Could the community notice board be updated. It has been vandalised with something.
- Better lit roads/park. Tamworth Road, Coundon Hall Park
- There's a portion of the pavement by Holyhead Road (about number 346) that gets very muddy when it rains. Can be off-putting when deciding whether or not to run or walk to Morrisons etc.
- I use the War Memorial Park but it needs lighting all the way round to make women/girls feel safe
- Nothing available in my area.
- Bring back adult education fitness classes. Group classes for seniors of keep fit, yoga, chair yoga, slow zumba, dance in the Stoke area or the city centre.
- Ernesford grange
- "I wish there would be just 1 indoor court at Alan Higgs center because it is impossible to book a court at the Warwick Uni so I am forced to drive to Birmingham just to play.

- Sauna access while events on the weekend would be nice as well."
- I live by Queens Road, Westminster Road and The Butts and I never go out on my own now. I feel so vulnerable around here. There's never any police presence so all the homeless drunks, druggies and the kids terrorising everywhere in balaclavas riding bikes, doing wheelies in the roads just get free reign. I'm vulnerable because of my disabilities, I can't get away from them when they come to me begging and they're volatile when high or drunk. It's no fun. I wish there was an obvious presence here so they would move away from here. I don't even go to the shop now to buy milk for eg as they're always sat in the doorways begging and then there's the taking drugs and dealing. I'm scared someone will try to rob me. Also Upper York Street is a haven for fly tipping. It's just not a nice place to go walking/rolling anymore. The drug taking/homelessness is a real issue, they've even got into our flats before and left all their sleeping stuff and drug paraphernalia and litter on our landings. There are churches around here that could maybe offer facilities but I'd have to walk to them to get there which I won't do.
- Safer places to go. Memorial Park is unsafe especially for solo women
- "I am keen to cycle to and from work, and I did this for a couple of years, however after repeated near misses by cars, I had to stop. Cycle Route 11 looks ok when you see it on the map, from Coventry City Centre to Warwick University, however there are multiple problem areas. It's difficult to believe it's actually a defined cycle route. The roundabout at Cannon Park is where I've had many near misses, and my colleague was knocked off his bike and hospitalised in 2024. Sir Henry Parkes Road from Canley Railway station to the A45, there are lots of close passes and near misses. To avoid the roundabout by the Fire Station, you need to divert to use the pedestrian crossing, however cars on the A45 regularly drive through both sides despite there is a red stop light. Getting out from the City is problematic. The subway at Spon Street isn't nice for women cyclists at the best of times, never mind during winter months. Kingston Road - close passing is a problem, because cars are parked on both sides of the road, so cars squash past cyclists.
- With thousands of Warwick students living in Coventry City Centre, it's disappointing there isn't a safe route to and from campus. "
- "install more outdoor gyms
- all citizens have free public access to a bicycle (eg. bookable on council website)
- ban fast food adverts in public locations (eg. billboards/bus stops)"
- Improved lighting and ideally green walkable links to places. Cycling proficiency to build confidence using the new cycleways. Support groups and spaces running affordable ways to get out and about on different days and times not just weekdays - perhaps using green spaces. Reduced or subsidised access to local facilities such as parks and gyms with better weekend class provision. My nearest gym is probably David Lloyd - would be walkable to and from it - however couldn't afford to go there.
- A community running track with lights and gym attached maybe near the city centre or in a less polluted area with a regular free bus service there
- Coventry needs more curated spaces of beauty that are free to access. I used to live in Wolverhampton and their West Park was a wonderful place to walk around for exercise. Somewhere with gardens to enjoy, clean and clear paths, free parking nearby. The war memorial park is ok for this but it's just grass and trees, it needs more garden spaces.
- Only time that I walk is to come into town. More benches to rest in town
- More activities for the older generation
- Nursery and kids club while parents can use the gym would help
- I am a pensioner living in Cannon Park, I would like easily accessible information about where and when activities or walking groups meet or are available near to me.
- A safe walking circuit has been created in my local park - Coundon Park
- Cost of parking
- Stop the electric bikes in the pavement throughout the city centre. They nearly hit lots of people and it's worrying as you get older.

- There are no safe accessible parks, too many gangs, rubbish, rats, men with knives and dog walkers that do not have their dogs on leads. The parks have been neglected by Coventry city council. Children are not safe to play in the streets. There are very few affordable clubs, the Coventry council stopped children's youth clubs. There is always money to house illegals but none for our services.
- Gym equipment in public
- More accessible facilities in city centre where I work.
- Roads like Banner Lane, Broad Lane, and Tile Hill Lane desperately need quality cycling infrastructure and pavement widenings. It's not a good experience walking or cycling in the area.
- None
- Sowe valley wild space for recreation
- More variety of group activities to join for example walking groups various times at war memorial park
- Help me get out of my house back into the community and advise me on suitable gyms at affordable prices
- "Cycle routes that join up as opposed to starting & then suddenly disappearing.
- Is it permissible to cycle around parks? I know that when I was young it was prohibited to cycle on footpaths in a park. Is it still the case?"
- Additional walking groups with TileHill and the surrounding area. I'd off road walking.
- Build a multifunctional sports and events venue in the city centre where people can get active and host team sports, national/international competitions and events that will bring people into the city. Sports and entertainment provision in the city is appalling.
- Notbsure
- I would do more walking but the evenings are the only time I have to do this. Now the nights are dark safety is a concern.

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Public report
Coventry Shareholder Committee

Scrutiny Co-ordination Committee
Coventry Shareholder Committee

12 March 2026
17 March 2026

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:
None

Title:
Strategic Energy Partnership Annual Business Plan for 2026/27

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 to be monitored as per the agreed governance process. This report provides the Annual Business Plan for 2026/27 to be approved by the Shareholder Committee.

The fifteen-year Strategic Energy Partnership (SEP) between the Council and E.ON, started in September 2023, is the first of its kind in the UK, and aims to transform energy use in the city for the benefit of local communities, businesses and the wider economy. The Council’s relationship with E.ON is already starting to support the development of ground-breaking projects, with funding from E.ON, public sector grant, as well as other sources.

The SEP is continuing its focus on innovation to deliver affordability to residents, clean local energy enabling energy security in the city, jobs and skills opportunities and investments to benefit communities. The partnership will build on the successes of the past two and a half years, and continue to accelerate delivery of real impact for Coventry including:

- **Affordability** through innovative trials, and home improvement programmes, helping tackle fuel poverty and reducing household bills, while making homes warmer and healthier.

- **Clean energy generation** building a solar farm, scaling up solar installations on schools, council buildings, and other rooftops in the city, enabling energy security reducing reliance on volatile global energy markets.
- **Skills and opportunity** contributing to a thriving local green economy, creating new jobs and apprenticeships, tackling green skill-gaps, with a deliberate focus on engaging local people, businesses and educational institutions.
- **Community investment** through our Community Benefit Fund, supporting projects like education initiatives, community centre retrofit and community growing projects in green-deprived areas.

This year, through making homes warmer and healthier, scaling up clean energy generation, creating more green jobs, and focussing on community benefits, together we'll continue to build a more affordable, cleaner, healthier, and prosperous Coventry for everyone.

Annual investment by the SEP is expected to grow from £3.9m in 2025-26, to £9.8m in 2026-27, and £20.7m in 2027-28 for currently planned investments alone.

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) Consider and approve the Annual Business Plan 2026/27, including the receipt of development expenditure from E.ON set out in 5.1, 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: Summary of Annual Business Plan for 2026/27

Appendix 2: Strategic Energy Partnership Annual Business Plan 2026/27

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, November 2025

[Strategic Energy Partnership Performance Review - 2024-25.pdf](#)

[Strategic Energy Partnership Performance Review - 2024-25 - Appendix.pdf](#)

Strategic Energy Partnership Strategic Business Plan summary 2024 [SEP SBP summary](#)

One Coventry Plan 2022-2030 [The One Coventry Plan – Coventry City Council](#)

Climate Change Strategy 2024-2030 [05 Appendix 1 - Climate Change Strategy.pdf](#)

Coventry Net Zero Carbon Routemap 2023 [Net Zero Carbon Route Map for Coventry –](#)

[Coventry City Council](#)

Economic Development Strategy [Economic Development Strategy 2022-2027 – Coventry City Council](#)

Has it or will it be considered by Scrutiny?

Yes – 12 March 2026

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

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Report title: Strategic Energy Partnership Annual Business Plan for 2026/27

1. Context (or background)

- 1.1. The Council's Strategic Energy Partnership (SEP) 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 clean energy transition. Since its inception in September 2023, the SEP has developed the Coventry Energy Plan, which E.ON funded to provide detailed insight into the city's energy challenges and opportunities to help focus SEP activity going forwards. This has been developed alongside the SEP creating a pipeline of projects and starting to deliver projects on the ground. This report provides an update on planned activity.
- 1.2. The appendix to this report provides a summary of the Annual Business Plan 2026/27 including inputs from the Coventry Energy Plan, a summary of annual investment, SEP strategic goals for 2026/27, key projects, links to wider Council programmes and next steps.
- 1.3. The Coventry Energy Plan was a key component of identifying and prioritising the right opportunities for SEP to make a large and lasting impact on our city. This prioritisation has led to eight workstreams identified for 2026/27. They are renewable generation, heat networks, small/medium enterprises and public sector buildings, transportation; residential, Hillfields, Innovation and Community benefit. The plan suggests that under a high ambition scenario a 74% reduction in carbon emissions could be achieved by 2038 against a 1990 baseline and create up to 2000 jobs per year to 2038. This would require significant investment and activity beyond the SEP; however, the role of the SEP is instrumental to create an enabling environment to support citywide transformation.
- 1.4. Key outputs outlined in the 2026/27 Annual Business Plan include enhancing clean local energy generation and flexibility to strengthen energy security by:
 - Starting construction on Lentons Lane Solar Farm which has now secured planning consent from Coventry City Council, pending determination from Rugby Borough Council.
 - Scaling up installation of rooftop solar (across public buildings, industrial and commercial buildings, and homes).
 - Starting to reduce energy bills for schools across the city through targeted support and minimising exposure to market price of energy – primarily through rooftop solar panels – with the ambition to ultimately benefit all schools in the city.
 - Supporting a place-based approach in Hillfields as part of the Hillfields Neighbourhood Improvement Project including energy efficiency upgrades for 220 homes (in Hillfields and Upper and Lower Stoke) and support for small and medium businesses.
 - Explore and understand the heat opportunity that exists for Coventry with a focus on the City Centre and Hillfields (building on the existing heat network in the area), and Walsgrave area, promoting affordable warmth and cleaner heating systems including alignment with new government regulation around heat network zoning.

- 1.5. The pipeline of innovation programmes will continue. Innovation projects will explore new technologies and proofs of concept. Trials will include product development and piloting of residential and solutions for small and medium businesses. Innovation projects planned for 2026-27 include:
- An expansion of last year's award-winning battery storage pilot and time of use tariff which supports vulnerable customer to reduce their bills. In its first pilot phase, this saved households an average of £240 per year on their energy bills. This will scale from 18 households in 2025-26 to 100 in 2026-27, with the ambition to further increase savings for each household.
 - Developing residential 'able-to-pay' and small/medium enterprises propositions to support further communities in Coventry to increase energy efficiency and clean energy generation and reduce bills. Ambition is to deliver a competitive proposition bespoke to Coventry by the end of 2026.
- 1.6. Around £1.4m has been committed in social value delivery as part of all SEP activity to date including engagement with 1,700 school children, care leavers work placements and community growing projects including in Hillfields and Stoke. All of which provides a strong foundation to leverage this activity into future projects, including those of a larger scale which deliver tangible impacts for Coventry. Community benefit projects planned in 2026-27 include:
- Through Coventry Grows, continuing working with communities in green-deprived areas of the city, including Foleshill and Tile Hill, developing community growing groups, and providing them with the land, equipment, and training they need to establish and maintain community growing sites.
 - Improving the energy efficiency of a community centre to reduce running costs and create a warmer, healthier environment. Using that community centre as a base to engage with the community on energy-related topics. Depending on the needs of the community, this could include energy efficiency advice, signposting to support, development of skills, and green jobs career advice.
 - Offering a menu of education resources to all schools in the city including home energy efficiency and clean energy workshops, and employability, careers and qualifications advice for green jobs.
- 1.7. Annual investment through the SEP is projected to increase from £3.9m in 2025-26, to £9.8m in 2026-27, and £20.7m in 2027-28 based on currently planned investments. This reflects increased commitment of E.ON specialist resources and more projects being delivered on the ground.
- 1.8. Delivery through the SEP supports several wider Council initiatives and the One Coventry Plan including the Climate Change Strategy, the Green Skills Roadmap, developing the city's first place-based approach to investment in Hillfields, and provides the opportunity to pilot new technologies to support our ambitions as a 'living lab'.

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 the Annual Business Plan 2026/27 to be approved by Coventry Shareholder Committee and this report meets this requirement.

This is not the recommended option.

- 2.2. **Option 2 – Recommended – Approve the Annual Business Plan 2026/27**, as per the Strategic Energy Partnership’s agreed governance process and contractual commitments and as approved by the SEP Contractual Joint Venture Board as per governance. Approving the Annual Business Plan 2026/27 will facilitate the Strategic Energy Partnership 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 approved the Annual Business Plan 2026/27 and can proceed with activity as set out within it.
- 4.2. Further performance updates on implementation of the Annual Business Plan 2026/27 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 from E.ON (12FTE. c£1.7m 26/27), which is an increase to that which E.ON committed in its bid, comprising a dedicated full time team supported by additional expertise from across E.ON who are brought in for specific projects and initiatives. The Council has a minimum annual commitment of 2.5FTEs who form the Council’s SEP project team. This Council commitment equates to c£0.2m in salary costs in 26/27, which was identified from existing resources at the outset of the partnership. A further dedicated resource has been secured using grant funding (further detail in 6.3). Additional support is provided by Council officers in substantive posts as required.

In line with the Partnership Agreement, and to support project development outlined in the Annual Business Plan, the Council has estimated potential resource requirements, that are in addition to the above. These have been identified to provide project development support to specific projects. The estimated Council Development

Expenditure for projects in the year 2026/27 is £0.4m, and if required, will be funded by E.ON as part of the Project Proposal through the SEP governance process.

Where a project reaches commercial close, any development cost covered by E.ON will be built into the business case for the project. No additional Council costs will be incurred unless funding is confirmed by the SEP governance process.

Projects requiring Council or grant funding that are already in progress are based on previous recommendations, following decisions taken as part of the Council's governance process.

If any SEP projects are identified as potential investment opportunities for the Council, these opportunities will be taken through the relevant political reporting process 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 additional project funding as part of this report.

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 29 August 2023 and 5 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 to generate more clean energy and improve the energy efficiency of infrastructure across Coventry, which contributes directly to tackling the causes and consequences of climate change;
- Investing in the city's energy infrastructure will increase energy resilience and help unlock barriers to investment which will support economic growth. There will also be benefits through job creation and the local supply chain to 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 will 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.

The project risks 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 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) has been completed which identifies specific social value aspects that the partnership aims to achieve and assesses projects against. 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 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; and
- Transport related projects will have benefits for air quality and wider health impacts through more active lifestyles.

The SEP Social Value Strategy and prioritisation approach takes into consideration social value delivery and the impact on Equalities/EIA for the partnership.

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

A 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 enables the Council to develop long-term holistic 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.

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

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Appendix 1 Summary of Annual Business Plan for 2026/27

1. Background to Annual Business Plan

1.1. The Strategic Energy Partnership (SEP) 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](#). The previous Annual Business plan, for 2025/26, was delivered and approved at Shareholder Committee on 26th March 2025, with a performance review for 2024/2025 provided at Shareholder Committee on 4th November 2025.

1.2. This report presents the new Annual Business plan for 2026/27.

1.3. A key piece of work shared in previous updates, was the development of the Coventry Energy Plan. 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 next 15 years and beyond which is being used to shape projects being taken forward by the SEP.

2. Summary of Annual Business Plan 2026/27

2.1. The first two years of the SEP has seen a huge amount of activity, with increasing impact, laying the foundation for significant impact in future years. The focus of the year ahead is to continue to build momentum and scale to benefit more residents and businesses across Coventry.

2.2. Coventry Energy Plan

The Coventry Energy Plan was developed by the SEP in 2024 to provide an evidence base in order for the SEP to identify and prioritise the most impactful projects in the years ahead. The Coventry Energy Plan was an appropriate next step from the [Coventry Net Zero routemap](#) and followed a recognized Local Area Energy Planning (LAEP) approach. This prioritisation has led to eight workstreams identified for 2026/27. They are:

- Renewable generation
- Heat networks
- Small/medium enterprises and public sector buildings
- Transportation
- Residential
- Hillfields (a newly added workstream added in 2026/27)
- Innovation and other activity
- Community benefit

The Coventry Energy Plan suggests that under a high ambition scenario the following can be achieved:

- Up to 65% reduction in carbon emissions by 2038 from 2021 baseline and a 74% reduction against a 1990 baseline – which will significantly boost Coventry’s efforts to transition towards net zero by 2050 as set out in our Climate Change Strategy
- Increase to 17% energy security (% of Coventry’s 2022 electricity demand covered by generation)
- Create an equivalent of 2,000 FTE job impact (per year over the course of the SEP period)

The investment to achieve this would be c.£10billion to 2038. Not all this investment will be through SEP, but the SEP is uniquely positioned, by the nature of its public-private structure and operational expertise, to provide solutions and delivery mechanisms that would otherwise not be possible. The SEP can also support to create an enabling environment which maximizes opportunities for others to engage and invest.

2.3. Annual investment

Annual investment in the SEP, outlined in this ABP, is expected to grow from £3.9m in 2025/26, to £9.8m in 2026/27, and £20.7m in 2027/28. As new projects/programmes are identified and incorporated in future ABPs, these figures are expected to increase. This is all project investment including private finance and grants.

Partnership spend on the core SEP team will be £1.9m in 2026/27 (£1.7m E.ON and £0.2m Council).

The Council is under no financial obligation to invest or provide project funding. Any potential investment opportunities would require a business case and be approved case by case as required under the Council’s constitution.

2.4. Performance targets

Performance targets are based on knowledge and assumptions of projects known to the partnership to date and give an indication of our ambition over the next year. This pipeline will continue to grow but only projects currently captured in the ABP are reflected in these figures.

The table below presents key performance indicator (KPI) targets for 2026/27, with projected performance in 2025/26 (as at January 2026 and anticipated at the end of FY) and cumulative performance within the partnership to date for reference:

	FY 2025/26 (up to January 2026)	FY2025/26 (anticipated outturn)¹	Cumulative Sept 2023- Mar 2026 (anticipated outturn)¹	FY 2026/27 (target)	FY 2027/28 (forecast)²
Jobs created by SEP activities	1.4	1.4	6	5	-
Apprentic es created by SEP	6	6	8	7	-
Installed renewabl e energy capacity (kW)	1,845	2,600	3,473	750	25,000
Number of homes retrofitted	18	18	73	219	-
Number of electric vehicle chargers installed	25	37	48	50	-
Greenhou se gases avoided (tCO2e)	398	531	531	548	5,175
Communi ty Benefit Fund deployed (£m)	0.04	0.192	0.522	0.4	-
Communi ty benefit committe d (£m)³	0.06	0.26	1.62	2.0	-

¹ Based on forecast progress on ongoing activities and projects at end of 2025/26 FY

² Based on forecast future impact of projects starting or ongoing in 2026/27 FY, where known only

³ As measured by TOMS, a standardised approach to measuring social value in the UK

<https://www.socialvalueportal.com/measurement>

2.5. SEP 2026/27 Strategic Goals

In 2026/27 the key outputs the SEP intends to deliver are:

- Enhance clean local energy generation and flexibility to strengthen energy security by scaling up via solar farms and rooftop solar (across public buildings, industrial and commercial buildings, and homes).
- Continue to reduce energy bills for schools across the city through targeted support and minimising exposure to market price of energy – with the ambition to ultimately benefit all schools in the city. Deliver alongside a programme of education initiatives.
- Invest in energy security and affordable heat by backing local heat generation and resilience, reducing the dependency on transported gas. Cleaner warmth and stable heating costs for communities will be the outcomes.
- Supporting a place-based approach in Hillfields as part of the Hillfields Neighbourhood Improvement Project including energy efficiency upgrades for 220 homes (in Hillfields and Stoke) and support for small and medium businesses.
- Continued delivery of our pipeline of innovation projects exploring new technologies and proof of concepts. Trials will include product development and piloting of residential and micro business solutions and propositions.
- Continued delivery of our community benefit initiatives, including reducing operating costs for a community centre and using that centre as a base for community engagement.
- Data, digital and connectivity will be a key enabler and theme across energy propositions (including deployment of a digital twin to help inform city energy planning).

3. Key projects presented in the Annual Business Plan 2026/27

3.1. The Annual Business Plan 2026/27 outlines the current phase of priorities using the evidence base provided by the Coventry Energy Plan. Whilst it is an annual business plan, it provides a line of sight towards future years of delivery.

3.2. Key projects for 2026/27 which will support SEP outcomes are set out below. Some will conclude and have impact within the year, and some will continue their multi-year journey towards delivery. The Annual Business Plan sets out more detail on these projects and some other projects not listed here. Additional projects are also likely to be initiated during the year.

Project	Description	Impact
Solar Farms	25MW solar farm on Lentons Lane. Having secured planning consent in 2025/26 ⁴ , start construction (subject to final investment decision and land transactions). Continue review of potential additional sites.	Increase clean local energy produced in the city, increasing energy resilience and security
Public sector building energy cost saving	Having developed the commercial model in 2025/26, commence delivery of a programme to reduce energy costs in all public sector buildings, with ambitions in the first phase to support 60+ schools in Coventry, with the first cohort of those delivered in 2026/27	Increase clean local energy produced in the city. Reduce energy costs for public sector buildings. Strengthen local supply chain.
Residential building energy cost saving	Including pilot residential offerings and innovation for fuel poor and able-to-pay households, grant funded programmes to support with home energy efficiency, continued support of the Hillfields Neighbourhood Improvement project and developing partnerships with social housing providers.	Increase clean local energy produced in the city. Reduce energy costs for residents. Strengthen local supply chain.
Minimum energy efficiency standards	Developing a programme to increase energy efficiency buildings that Coventry City Council are landlord for with commercial tenants, in line with upcoming changes in regulations.	Increase clean local energy produced in the city. Reduce energy costs for commercial tenants. Strengthen local supply chain.
Heat	Explore and understand the Heat opportunity that exists for Coventry through focusing on the City Centre and Hillfields (building on the existing district heat network in the area), and Walsgrave.	Defining a programme of future capital investment in heat infrastructure to deliver affordable cleaner heat to buildings.
Innovation: The SEP activity above will be supported by innovation activities and pilots, including further development of an innovation and proposition and pipeline, including:		
Affordability pilot	An expansion of last year's award-winning battery storage pilot and time of use tariff which supports vulnerable customers to reduce their bills. In its first pilot phase, this saved households an average of £240 per year on their energy bills. This will scale from 17 households in 2025/26 to 100 in 2026/27, with the ambition to further increase savings for households.	Reduced energy bills for vulnerable residents.

⁴ Consent secured from Coventry City Council, with determination from Rugby Borough Council pending

Project	Description	Impact
Able to Pay and SME	Developing residential 'able-to-pay' and small/medium enterprises propositions to support further communities in Coventry to increase clean energy and reduce bills. Ambition is to deliver a competitive proposition by the end of 2026.	Increase clean local energy produced in the city. Reduce energy costs for people and businesses. Strengthen local supply chain.
Living lab	Supporting Coventry's ambitions to innovate and act as a 'living lab' for new technology and associated benefits such as job creation.	Dependent on projects that come forward.
Community Benefits: The SEP will continue its community benefits programme to foster meaningful relationships with local community groups, organisations and participate in environmental, economic and social initiatives in Coventry. This includes a Community Benefit Fund and social value delivered through technical projects, for example:		
Community Centre	Improving the energy efficiency of a community centre to reduce running costs and create a warmer, healthier environment. Using that community centre as a base to engage with the community on energy-related topics. Depending on the needs of the community, this could include energy efficiency advice, signposting to support, development of skills, and green jobs career advice.	Increase energy efficiency of a community centre. Provide energy-related advice to the people served by the community centre.
Schools education resources	Offering a menu of education resources to all schools in the city including home energy efficiency and clean energy workshops, and employability, careers and qualifications advice for green jobs.	Increase awareness of clean energy issues. Support future jobs and skills in the clean energy sector.
Coventry Grows	Continued support for community growing initiative in Hillfields and Stoke, including support setting up groups and training for communities, with the expectation that additional sites are added in 2026/27 which includes Foleshill and Tile Hill.	Increase access to nature in green-deprived wards. Increase growing skills and knowledge in the community.

4. Links to wider Council programmes

4.1. Delivery through the SEP supports several wider Council initiatives and the One Coventry Plan:

- **Climate Change Strategy** – the updated Climate Change Strategy was published last year. The SEP is a core delivery mechanism for initiatives set out in this strategy, mainly in the 'Route to net zero' pathway but with links to others.
- **Transport Strategy** – the activities of the SEP directly supports delivery of the Council's ambitious Transport Strategy and supporting the Electric Vehicle Strategy, through installing electric vehicle charging points and exploring new

ways to deliver innovative infrastructure to benefit local people including innovative cross-footway charging solutions for homes without off-street parking.

- **Hillfields Neighbourhood Improvement** – the Council has secured funding to pilot a place-based approach to investment in Hillfields and are bringing together several initiatives through SEP to support this. These include domestic retrofit, deploying Warm Homes Local Grant funding in Hillfields and neighbouring Stoke, exploring ways to connect more buildings to the Heatline district heat network, and exploring ways to reduce energy bills for Council-owned commercial properties. As part of a SEP Community Benefit initiative the first phase of a programme of adult education green literacy activities which commenced in 2025/26 is being delivered in Hillfields. These initiatives have huge potential to provide real benefit to residents and business through energy efficiency improvements.
- **‘Living lab’** – the Council has demonstrated its ambition to pilot new technologies in Coventry such as Very Light Rail and the Urban airport. Through SEP we can trial other new opportunities which also benefit residents. Exploring data, digital and connectivity opportunities such as digital twins, smart sensors, AI solutions. Trialling new types of customer propositions which support the transition to renewable energy.
- **LoveCov** – a campaign to support the best that the City has to offer; highlighting communities, places and stories that bring together people and make Coventry unique. Our unique partnership and specific SEP projects such as Coventry Grows contribute to this approach.
- **Coventry Green Skills Roadmap** – the roadmap is a starting point to support educators, employers, and investors to identify, access and embed green skills in their daily activities. The SEP is committed to establishing strong local supply chains, whilst inspiring and delivering local green skills.
- **Schools Green Teams Initiative** – the SEP is working closely with the Council’s Education team to support in the roll out the Green Teams programme, to help better equip schools with becoming more sustainable. The SEP is offering specific support with a tailored package of educational tools for schools as noted under the Community Benefits section above.
- **A Marmot City** - Coventry has been a Marmot city since 2013. Health and health inequalities are mostly shaped by the conditions in which people are born, grow, live, work and age. The Marmot Principles are recommendations that improve health and reduce these health inequalities. The SEP is committed to reducing inequalities across our communities, by enhancing green skills, reducing fuel poverty and delivering a range of community benefit projects.
- **Urban Forestry Strategy** – the Council is committed to planting 360,000 trees by 2032, a tree for every resident. The SEP are supporting this through the Treekly

initiative, whereby an initial 8,000 trees are to be planted in Wyken and linked to an app to encourage resident engagement in active travel and tree planting.

- **Nature Towns and Cities Green for All** – this programme focuses on tackling green inequalities across the city, through a new partnership led by the Council and key partners including both universities, Warwickshire Wildlife Trust, John Muir Trust and the National Trust. The SEP's social value projects that enhance biodiversity will help to support the programme as it seeks to increase residents' connectivity to nature.
- **Citywide community growing programme** – following the success of Coventry Grows, the Council is developing a new policy to enable communities and residents to access Council owned land that is disused for growing projects. Work done by the SEP on the Coventry Grows pilot will help to shape the new policy and hopefully result in many more residents having access to green space to grow vegetables, fruit and flowers across the city.

5. Next steps

Key activities expected to progress in the next six months include:

- Scaling up clean, reliable solar energy production in Coventry through:
 - Further progress on development of Lentons Lane solar farm.
 - Commence delivery of a programme to reduce energy costs for 60+ schools, with the first portion of those delivered in 2026/27.
 - Continued exploration of other ways to increase solar energy production in the city including on residential rooftops, industrial and commercial buildings, and potentially additional solar farms.
- Continued exploration of clean heat opportunities, including:
 - Developing a pipeline of buildings in the City Centre and Hillfields to potentially connect to Heatline (the existing district heat network).
 - Exploring opportunities to work with University Hospital Coventry and Warwickshire for clean energy and heat, and as the potential hub of a future Walsgrave district heat network.
- Further development of Community benefit opportunities such as education resources for schools and investment in community centres, and delivery on existing programmes such as Coventry Grows and tree planting initiatives.

The next update to the Shareholder Committee will be provided in autumn 2026 (date TBC).

Annual Business Plan 2026-2027



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Welcome to our 2026-2027 Annual Business Plan

Powering Coventry's future together

Coventry City Council and E.ON UK have joined forces to pioneer a 15-year Strategic Energy Partnership, aiming to transform energy use in the city for the benefit of **local communities, businesses and the wider economy**. This Annual Business Plan summarises our activities in 2025-2026 and sets out our plans for 2026-2027.

We are continuing our focus on **innovation** to deliver affordability to residents, **clean local energy** enabling energy security in the city, **jobs and skills** opportunities and investments to **benefit communities**. We will build on our successes of the past two years, and continue to accelerate delivery of real impact for Coventry including:

Affordability through innovative trials, and home improvement programmes, helping tackle fuel poverty and reducing household bills, while making homes warmer and healthier.

Clean energy generation building a solar farm, scaling up solar installations on schools, council buildings, and other rooftops in the city, enabling energy security reducing reliance on volatile global energy markets.

Skills and opportunity contributing to a thriving local green economy, creating new jobs and apprenticeships, tackling green skill-gaps, with a deliberate focus on engaging local people, businesses and educational institutions.

Community investment through our Community Benefit Fund, supporting projects like education initiatives, community centre retrofit and community growing projects in green-deprived areas.

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This year, through making homes warmer and healthier, scaling up clean energy generation, creating more green jobs, and focussing on community benefits, together we'll continue to build a more affordable, cleaner, healthier, and prosperous city for everyone.

SEP 2026-2027 Strategic Goals

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 In line with the **SEP's Strategic Themes**, eight delivery programmes have been defined for 2026-27.



Renewable Generation



Heat Networks



Hillfields



Residential



Transportation



Innovation & other activity



SME & Public Sector
Buildings



Community Benefit

The key outputs the SEP intends to deliver are:

- Enhance clean local energy generation and flexibility to strengthen energy security by scaling up via solar farms (with the intention to start construction on Lentons Lane Solar Farm) and rooftop solar (across public buildings, industrial and commercial buildings, and homes).
- Start to reduce energy bills for schools across the city through targeted support and minimising exposure to market price of energy – with the ambition to ultimately benefit all schools in the city. Deliver alongside a programme of education initiatives.
- Explore and understand the Heat opportunity that exists for Coventry through focused attention in the City Centre and Hillfields (building on the existing heat network in the area), and Walsgrave, promoting affordable warmth and a reduced carbon footprint.
- Supporting a place-based approach in Hillfields as part of the Hillfields Neighbourhood Improvement Project covering energy efficiency measures for homes & small and medium businesses, and cleaner heat for the neighbourhood.
- Continued delivery of our pipeline of innovation projects exploring new technologies and proof of concepts. Trials will include product development and piloting of residential and micro business solutions and propositions.
- Continued delivery of our community benefit initiatives, including reducing operating costs for a community centre and using that centre as a base for community engagement.

ABP Facts & Figures: April 2025- March 2026

Table I – Partnership Spend & Investment (£m)

Partnership Spend (FTE and non-people costs)		Investment (Devex, Capex, Opex, CCC Grants & Community Benefit Fund) into Projects	
E.ON	£1.7m	SEP total (E.ON & Council)	£3.9m
Council	£0.1m		

Table II – Project overview

Cumulative Gateway approvals to end March 2026	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Aspiration in 25/26 ABP	0	2	4	6	4	8
Actual delivery	10	6	2	18	2	7

Table III – Highlights

27 Months of the Partnership	£1.4m Social benefit committed	2 Awards Won	153 Gateway approvals
16.5 FTE to deliver for the SEP	1700 School children inspired	19 Projects in the Pipeline	27 project contracts signed

ABP Facts & Figures: April 2026 - March 2027

Background

The partnership spends enable the continued growth and pipeline of projects over the next 12 months. Key projects in development will require significant investment with returns delivering social, environmental and economic returns beyond the ABP timeframe. Our ambition is to create a financially sustainable partnership for the next 15 years

Table I – Partnership Spend & Investment (£m)

Partnership Spend (FTE and non-people costs)		Investment (Devex, Capex, Opex, CCC Grants, Community Benefit & Innovation Fund) into Projects	
E.ON	£1.7m	SEP total (E.ON & Council)	£9.8m
Council	£0.2m		

Table II – Strategic Outcomes

Clean Local Energy	Installed renewable energy - Solar PV generation capacity target 750 kWp - Heat pump total target installation size 0kW	Clean Local Energy	Reduction in CO2 - Based on completed installations in 2026/27, the total forecast avoided CO2 annually through business cases 548tCO2e

Table III – Project overview

Cumulative Gateway approvals to end March 2027	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
26/27 projects	2	4	0	9	2	20

All numbers stated are estimates and represent our ambition over the coming years but are subject to formal sign off, of the final business cases

ABP Financial and Delivery Insights

This ABP is based on knowledge and assumptions of projects known to the partnership and give an indication of our ambition over the coming years. This pipeline will continue to grow and be complemented by the programmes of projects delivered by the partnership, but only projects currently captured in the ABP are reflected in these figures. For the purposes of the figures shown, no grant funding has been assumed in the investments beyond that which has already been secured for the Partnership.

For the Partnership there is access to a wealth of expertise and resource which are brought into the delivery of initiatives to enable SEP outcomes. This is reported in the investments figure but is not limited to the projects outlined in the ABP with this knowledge being key to developing a strong pipeline of activity in future years. Any headcount directly linked to a specific project, will only be mobilised once it has been approved through the SEP gateway process.

	£m	2025/26	2026/27	2027/28
		Apr-Mar	Apr-Mar	Apr-Mar
Investments (Devex, Capex, Opex, CCC Grants, Community Benefit Fund)	Total	3.9	9.8	20.7
<i>The above indicates an innovation fund of £0.1m in 2026/27</i>				
Strategic Outcomes KPI targets	Installed solar kWp	1055	750	25,000
	Installed heat pumps kW	1686	0	0
	CO2 avoided annually tCO2e*	398	548	5175
Partnership Spend (FTE and non-people costs)	Total	1.9	1.9	2.0
	E.ON	1.7	1.7	1.8
	CCC**	0.1	0.2	0.2

All numbers stated are estimates and represent our ambition over the coming years but are subject to formal sign off, of the final business cases

* CO2e avoided calculations were undertaken using UK Gov Conversion Factors for Company Reporting.

**Covers total cost of FTE where one of the roles is currently fully grant funded

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Introduction

What the SEP and ABP are



Introduction to the Annual Business Plan

As part of the SEP, we have a pair of business plans. The five-year SBP sets out our mission, strategic themes and details the process by which projects are selected. The ABP is produced ahead of each financial year (April to March), providing a detailed review of past performance, an outlook to our future activities as well as details of both financial & non-financial performance and controls we have set to align with our SBP. The ABP will also outline the immediate priorities of the partnership and provide an overview of the projects and activities the partnership plans to focus on during the year ahead. This year the ABP builds on the renewed focus on affordability, energy security, jobs & skills, community benefit and clean energy for the city and the previous Annual Business Plan.

Mission & Values

The SBP set the foundation for the development of the partnership, in which we have agreed an overarching Mission and set of Values. Both this ABP and all subsequent project-specific activity will be held to account against both the Mission and Values set out in the SBP, as summarised below.

► Our Overarching Mission

Our mission statement clearly sets out what we want to achieve through the partnership.

► Our Values

We have a set of principles and standards for the SEP which governs how we will work together and are expected to act, behave and interact with each other, partners, customers and citizens. This collaborative approach within the governance structure is designed to foster a positive culture, achieve mutually beneficial outcomes and proactively address potential conflicts of interest or disagreements. **Our five guiding values are:**



Putting Coventry First

*We believe that our actions **positively impact our local communities.***



Behaving Purposefully

*We believe it is important to stay **healthy & positive - taking care of ourselves and others.***



Working Better Together

*We believe that we need **teamworking and true partnership** to be successful.*



Delivering on our Promises

*We believe that our **actions will bring success.***



Exploring New Paths

*We believe that **innovation and new ideas** come from curiosity.*

Mission of our Strategic Energy Partnership

*"A **greener and healthier** Coventry.
A city led by a **focus on energy sustainability**, supporting a thriving **local green economy** and providing a better **quality of life for all**"*



Strategic Themes and Outcomes

Pages 20-26

We have set ourselves several objectives for the partnership, which have been **divided into four strategic themes**. These themes will provide the **foundation** for the development of the partnership and **delivery of project specific activity**. Each of these themes will **drive our focus towards outcomes** which benefit Coventry.

The strategic themes act as **guiding pillars**, directing our decision-making processes and ensuring that every initiative is aligned with our results. By organising our outcomes under these themes, we promote a long-term vision and ensure that **short-term successes** contribute to the sustainable development of Coventry.



Jobs & Skills

1. Promote, encourage & champion academic & research programmes that inspire & deliver local green skills.
2. Establish a strong local supply chain whilst promoting recruitment of green jobs within the Coventry area.
3. Recruitment of apprentices over the lifetime of the partnership.
4. Demonstrating the application of Equality, Diversity & Inclusivity principles.



Innovation & Scale

1. Pipeline of pilot scalable energy innovation projects & new technologies to decarbonise energy, improve resilience & help reduce energy bills in Coventry.
2. Development of a scalable EV charging strategy for the city.
3. City wide solar energy for public buildings and schools.
4. Support and promote the city as a living lab
5. Contribute to Coventry's circular economy, recycling and reusing energy and materials



Community Benefit

1. Warmer, more energy efficient homes, helping to reduce fuel poverty across Coventry.
2. Targeted support and energy advice to the most vulnerable and harder to reach communities.
3. Commitment to an annual community benefit fund.
4. Ensuring all voices in the city are heard and no one is left behind.



Clean Local Energy

1. Coventry's energy supply increasingly coming from local green sources.
2. Coventry residents and businesses having reduced exposure to global energy market pressures.
3. Community energy generation and efficiency schemes encouraged and supported.
4. Positioning Coventry as a sustainable, energy resilient & investable future city for business & development.
5. Decarbonising heat across the city.

Performance Indicators for 2026-27

Each activity we undertake as part of the partnership, **must align** to at least one of the strategic outcomes associated with at least one of the Strategic Themes. During the project proposal process and subsequent Gateway process as we build towards an investment case and recommendation, we will **clearly set out** which outcome we are seeking to influence, and then **set the activity a target** in line with the overarching KPIs for that Theme. There has been an **aspirational target** applied to the KPI's below for 2026/27 based on anticipated project delivery.

Community Benefit



KPI

Community Benefit Fund Deployed: £400,000

£ community benefit committed (as measured in the TOMs):
£2,000,000

20 % of £ deployed to targeted groups

10% of £ community benefit to targeted groups

Jobs and Skills



KPI

Jobs created in Coventry by SEP and Supply Chain

Apprenticeships created by SEP: 7

Jobs and apprenticeships created from most vulnerable and harder to reach communities

Innovation & Scale



KPI

Number of pilot energy projects initiated: 3

Number of new technologies trialled in Coventry: 1

Number of public & private chargers deployed: 50

kWh of energy optimisation: 0

Clean Local Energy



KPI

Installed Renewable Energy: Solar PV 750kWp; Heat pumps 0kW

Energy demand reduction through energy efficiency measures

CO2 avoided (Forecast for completed installations: 548tCO2e)

Number of homes retrofitted: 219

All SEP Activities need to match Project Acceptance Criteria and pass through six-stage process

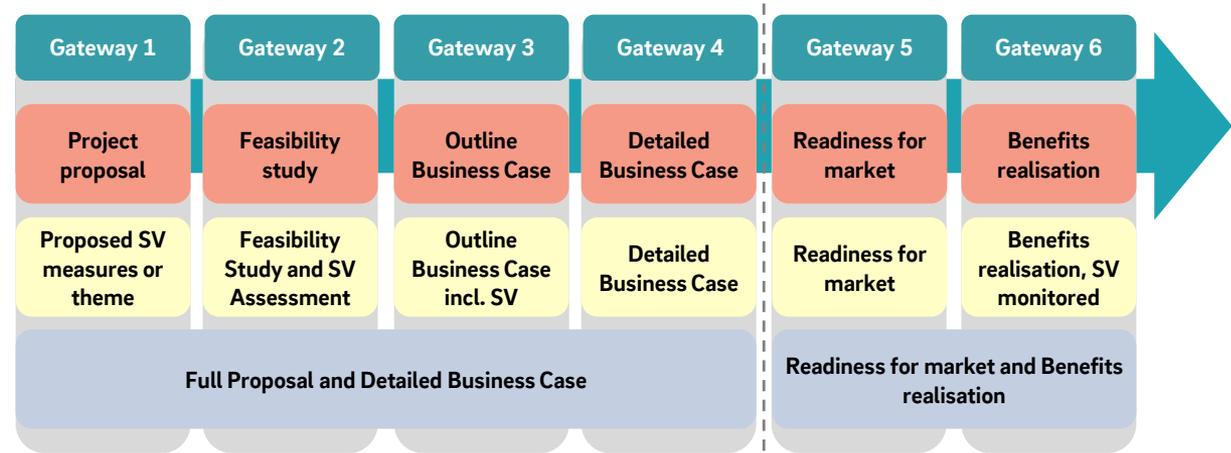
Activity Selection & Delivery

- Activities and Projects of Strategic Energy Partnership will be assessed against a series of financial and socio-economic criteria.
- As SEP we are aiming for a **balanced portfolio**, where certain projects won't be cashflow positive, but will benefit the community or deliver environmental benefits.
- Each activity will follow a **six-step Gateway Process** during which an overarching fit to the **Project Acceptance Criteria (PAC)** must be proven.
- In case of Social Value activities, these are assessed against the Social Return on Investment (SROI) based on the TOMs Framework.

-  Technical Project Activity
-  Social Value / Community Benefit Activity
-  Low value approval process <£250k

Six-step Gateway Process

The six stages process offers a robust framework for the origination, development, construction and operation of projects contributing to the outcomes of the Strategic Energy Partnership. Each project proposed must pass through the gateway process set out below, with the investment decision not taken until gateway four is cleared. To aid quick decision making for low value initiatives, a streamlined approval process has been introduced for **investments up to £250k** for approval by one SEP member from each organisation. All decisions reached through this process are reported to the CJV Board and where decisions can't be reached through this route, they are taken to CJV Board for a final decision.



Final Investment
Decision



Project Acceptance Criteria assess project across 5 dimensions: from strategic fit to appropriate risk management

B Project Acceptance Criteria

 Strategic Fit	 Technical Fit	 Economic Fit	 Community Benefit	 Risks
<ul style="list-style-type: none"> Aligns with the SEP's mission & objectives Aligns to the One Coventry Plan and the Climate Change Strategy Aligns to E.ON's strategic objectives and ESG commitments 	<ul style="list-style-type: none"> All relevant HSE requirements addressed Designs & Delivery in line with good industry practice Criteria of Efficiencies, effectiveness, availability, quality, reliability, generated yield, accessibility met 	<ul style="list-style-type: none"> Project delivers a positive NPV when lifetime cashflows are discounted at the appropriate hurdle rate specific for the technology Project delivers a positive EBIT and Return on Capital Employed (ROCE) margin over time Project is in line Value for Money approach 	<ul style="list-style-type: none"> Project delivers positive social value and environmental impact (extraordinary if no economic fit) Project supports local labour market and supply chain whenever possible Project delivered on and on a "Zero Harm" basis, protecting colleagues and residents 	<ul style="list-style-type: none"> Positive opinion of a rigorous risk assessments for each project, considering factors such as market volatility, regulatory changes, and technological uncertainties Identified project risks and opportunities are collected and managed

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Retrospective

How we did last year

2



Strategic Energy Partnership achievements in Year 2

Highlights

27 Months of the Partnership

£1.4m Social benefit committed

2 Awards Won

153 Gateway approvals

16.5 FTE to deliver for the SEP

1700 School children inspired

19 Projects in the Pipeline

27 project contracts signed

Community Centre
Programme started to work with local community centres to improve building and support existing services.

Home Upgrade Grant 2
Delivery of funding for energy efficiency measures in low-income & fuel-poor households

Solar Farm
Significant progress made with a planning application submitted in September. Planning approval from CCC 18/12/25 RBC decision Jan 2026.

Affordability Pilot
Award winning project providing solutions to support Coventry customers in energy debt

Council building decarbonisation
Retrofit of four Council buildings utilising PSDS funding including solar PV, ASHP, insulation and BEMS.

Care Leavers
Supported young people in the city with career advice, employability workshops mentoring and 4 week work placements

City Heat
Commenced a significant project in the city which looks at improving local, low-carbon heat for residents

Biodiversity initiative
Grant application submitted to plant 8,000 as new woodland site.

Mayoral Fund
Funded through the Mayoral Renewables Fund, the design and installation of 755kwp of solar across Sidney Stringer School and Coventry College

Schools heating
Installed air source heat pumps to decarbonise 2 schools in Coventry via PSDS funding

Kestrix
Award winning use of drone technology to capture thermal imaging of properties in Hillfields

Coventry Grows
Community Garden programme extended to 4 total sites for new growing facilities, tools, seeds and training.

Delivered **Approved**

In progress

Innovation

Social Value

Cumulative KPI performance

Clean Local Energy

Cumulative all projects

KPI	2025/26 performance	Total since Sept 2023
Installed Renewable Energy kWh	1845kW	2781kW
Energy demand reduction through energy efficiency measures	0kwh	2325kwh
CO2 (tonnes) avoided	398	398.74
Number of homes retrofitted	18	73

Jobs and Skills

Cumulative all projects

KPI	2025/26 performance	Total since Sept 2023
Jobs created in Coventry by SEP and Supply Chain	1.4	6
Apprenticeships created by SEP	6	8

CEE (£36,000), SVF Schools Programme (£116,000) are being developed and will be bought through Gateway 4 in SEP Q4 (Jan-Mar 26) and community centre (£400,000) are being worked on to bring forward in 2026.

Innovation & Scale

Cumulative all projects

KPI	2025/26 performance	Total since Sept 2023
Number of pilot energy projects initiated	4	8
Number of new technologies trialled in Coventry	4	5
Number of public & private chargers deployed	25	36
kWh of energy optimisation	0	0

Community Benefit Programme

Cumulative all Community Benefit Programme projects

KPI	2025/26 performance	Total since Sept 2023
Community Benefit Fund Deployed	£43,040	£368,712
£ community benefit generated (TOMS)	£59,182	£1,416,364
% of £ deployed to targeted groups	34.7%	23.3%
% of £ community benefit to targeted groups	34.7%	23.3%

Hillfields Place Based Programme

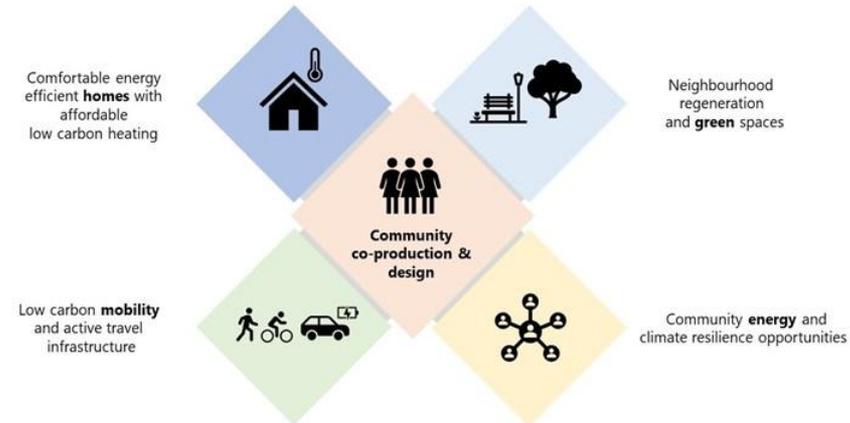
Hillfields Place-Based Programme

It's common for local investment to be focussed on themes (like transport, housing, or parks) across a whole city. Coventry City Council is trialling a 'place-based approach', which aims to cut across these themes and focus on creating a cleaner, healthier and more sustainable neighbourhood by combining investments and initiatives in a different way, tailored to place. It takes a holistic approach to improving a neighbourhood with five key pillars; **home retrofit, green spaces, active travel and community energy**, which are all underpinned by **community engagement**. We're trialling this in Hillfields, through the '**Hillfields Neighbourhood Improvement**' programme.

The programme aims to take advantage of the new opportunities offered by devolved funding, whilst leveraging significant additional investment from both public and private sectors. The programme will integrate residential and public building retrofit, skills development, local employment, social value, as well as opportunities for transport, nature and climate resilience. This has the potential to deliver **community transformation**.

Hillfields has unique characteristics which provide a real opportunity for a place-based approach:

- Over 42% households in fuel poverty
- Mix of tenure and generally inefficient building stock
- Over 20 Community groups and over 100 languages spoken
- 3rd lowest green space coverage per head out of the 18 Coventry wards
- Poorer than average air quality
- High levels of traffic and congestion



Benefits of Place Based Programmes

Fair Transition

A focus on community involvement which builds trust and buy-in from residents and businesses. This will lead to more equitable projects aligned with community priorities, which provide affordable warmth and help tackle fuel poverty.

Local Economic Development

Creation of local jobs and green investment, stimulating the local supply chain and leading to opportunities for apprenticeships and upskilling.

Cost Efficiency

Reduced costs for projects by reducing duplication and ensuring a more joined up approach locally.

Innovation

Ability to be used as a test-bed for innovation, which can be scaled where proven.

Community Benefit & Tailored Solutions

Potential for unique solutions that could deliver far greater co-benefits and social value than individual projects or generic solutions.

How is the SEP Maximizing Place-based Opportunity

SEP is maximising the opportunity in Hillfields with several projects in delivery (below) as well as a number of other projects in development.

Residential energy efficiency

Delivery of residential retrofit projects in Hillfields to improve the energy efficiency of low-income homes in the city. This will help to reduce fuel poverty, reduce household bills and improve the health and wellbeing of residents via installation of insulation, solar PV and low carbon heating.

Renewable Energy

SEP are delivering rooftop solar panels on Sidney Stringer School and Coventry College, within Hillfields. This increases local clean energy and flexibility, saving around £90,000 in energy bills, and enabling future connections to the city's district energy network (Heatline) which will mean no more gas needs to be burnt to heat those buildings.

Affordability Trial

A pilot project which supports residents in perpetual fuel debt to improve energy efficiency and permanently lower energy bills for an improved quality of life in their homes. Eligible customers are offered a comprehensive package of support to resolve existing energy debt while tackling some of the root causes of their high energy use. They could benefit from improved home insulation, more efficient white goods, green home solutions, plus a battery and time-of-use tariff to optimise off peak energy savings. Average savings in the first phase were approx. £250 / year.

Kestrix

Recognising the need to scale up retrofit, this pilot deployed drones equipped with thermal imaging cameras to scan over 4,000 homes in Hillfields. The drones capture high-resolution thermal data from 50 metres above ground, generating 3D images which could lead to better targeting of investment and improved engagement with residents. This will lead to better prioritisation of resources and ultimately help to tackle fuel poverty.

How is the SEP Maximizing Place-based Opportunity

Fairer Warmth Platform

The Fairer Warmth Platform, which will initially be piloted in Hillfields, aims to connect households with organisations to promote energy efficiency, affordability, and a fair energy future for everyone. Fairer Warmth offers a user-friendly mobile application that provides personalised energy-saving plans to reduce energy bills, impartial advice on energy efficiency and access to grant and support services in the area. This will help to identify and prioritise support for households and energy consumers using their data.

Coventry Grows

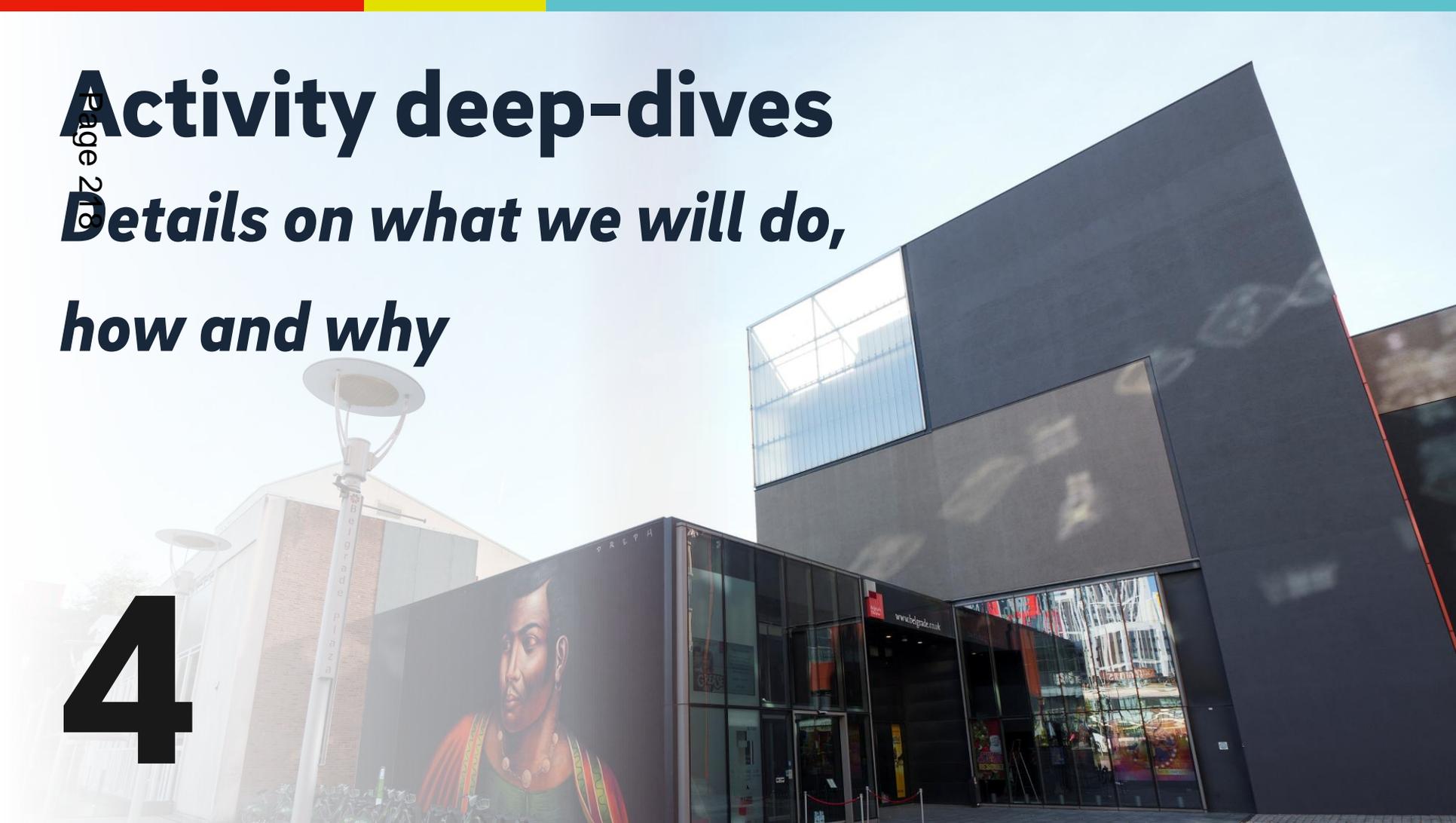
Coventry Grows is a community growing programme in green deprived communities, which provides training, equipment and seeds to create new community gardens. This helps access to green spaces, bringing communities closer together and improving health and wellbeing of Hillfields residents.

Activity deep-dives

Details on what we will do,

how and why

4



Programmes Overview



Renewable Generation

Creation of clean local electricity contributing to energy flexibility, security & resilience for Coventry



Heat Networks

Focused on developing approaches to distribute low-carbon heat into existing and new heat networks



SME and Public Sector buildings

To deliver an array of measures for commercial buildings, both public and private sector, to lower emissions and reduce energy costs



Transportation

To support the Council ambition for electric vehicle infrastructure across the city



Residential

Development of an evolving energy solutions offering to all sectors of residents across the city, improving the affordability of energy



Innovation and other activity

New pilots and propositions will be developed and tested across the city, as a fundamental role of the SEP



Page 219

Hillfields

Spatial focus as part of a place-based approach in the Council's Hillfields Neighbourhood Improvement Programme



Community Benefit

Commitment to fostering meaningful relationships with local community groups, organisations and participating in environmental, economic and social initiatives in Coventry

The technologies and solutions that will shape this transformation are centred on a set of carefully adopted programmes, outlined below:

Renewable Generation

The programme is designed to cater to a local generation emphasis through the following pathways whilst supporting the Council's corporate objectives of prioritising clean energy adoption.

- Roof-top Solar (RTS)

For example: Solar in Schools, and other projects expanded further in the [SME & Public Sector Buildings](#) programme.

- Ground-mount Solar (GMS)

To protect residents against changing global market trends, the SEP will focus on solar farm development to strengthen Coventry's energy security and resilience—progressing the current project through to completion, subject to planning approvals – while evaluating future clean energy sites identified in the Coventry Energy Plan.

As part of their considered focus on Coventry, E.ON will be developing commercial opportunities with large businesses in the city to help them decarbonise, thus having an impact for the entire city. Whilst these will be separate to the SEP due to commercial confidentiality, the benefits achieved through these projects can be captured against the carbon saving opportunities identified in the Coventry Energy Plan.



SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

Lenton's Lane Solar Farm

1

2

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4

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6

Solar Farm (Second site)

1

2

3

4

5

6

Roof-top Solar on Council Buildings

1

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Impact on Strategic Themes



Clean Local Energy

Additional installed clean energy capacity in Coventry



Jobs & Skills

New jobs and skill development in the Sustainability Sector in Coventry



Community Benefit

Cleaner air, improved well-being, green-skills and better quality of life for residents

Ground Mount Solar

Benefits Expanded



Our solar projects provide residents with cleaner, locally generated energy that helps stabilise electricity bills and reduce reliance on volatile global markets.

They also improve energy resilience as they'd be Coventry-specific infrastructure, contribute to a healthier environment by reducing emissions, and create opportunities for local jobs and skills development—strengthening Coventry's economy and community well-being.

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SOCIAL VALUE

- **In Coventry, For Coventry:** Boosts the local economy by prioritising local businesses for supporting infrastructure development, creating opportunities for businesses to contribute to large-scale projects.
- **Jobs & Skills:** generate employment and green skills development, supporting Coventry's workforce and future talent pipeline.

RESIDENT BENEFIT

- **Enhances resilience** and ensures stable energy costs, protecting households from price shocks.
- **Local generation and flexibility** enhances energy independence and self-reliance in the city.
- **Improves air quality** and promotes health and well-being by producing clean energy.
- **Wider benefits through a community fund** for local communities demonstrating social commitment.

Coventry Energy Plan • Facts & Figures



Source: Coventry Energy Plan, 2024

- Energy security, ensuring residents are protected against market fluctuations, providing them with stable bills through Power Purchase Agreements/private wire, and a funding source that will be reinvested into Coventry and its communities are some key reasons to invest in ground-mount solar. Solar ground mount sites are using a proven technology, with tested commercial models.
- Even under the CEP's maximum high ambition, only 9% of the city's clean energy comes from solar.
- Local clean electricity generation – solar ground mount sites are the most effective form of renewable generation, given the limitations of onshore wind in the region from poor wind speeds.

Renewable Generation

Page 222

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Solar farm – First site	Approved	Approved	Q1 2026	Q2 2026		

Achieved Activity in 25/26: All works completed for planning application submission in Sept 2025 ahead approval for scheme at CCC planning committee on December 18th 2025.

Planned Activity in 26/27: Conditional on the planning applications for the solar farm being approved, finalised negotiation with the tenant farmer, contracts negotiated and signed between CCC & E.ON for land lease & Construction to begin.

*Resource requirements: There is currently a **B2B Project team** within E.ON which will be required to endure to deliver the project, along with support from the **SEP team** within E.ON and the Council for programme management and strategic direction.*

Solar farm – Second site	Approved	Q1 2026				
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Achieved Activity in 25/26: Potential second site identified through a high level review of potential sites.

Planned Activity in 26/27: High level feasibility activities to be carried out ahead of any decision on overall site suitability. If site is deemed to be suitable then high level design activities can begin.

Resource requirements: Utilising the current E.ON B2B and Council joint Project team members working alongside the current solar farm, along with support from the SEP team within E.ON and the Council.

Rooftop Solar on CCC Buildings	Q1 2026					
---------------------------------------	---------	--	--	--	--	--

Achieved Activity in 25/26: Agreement to explore suitably sized CCC buildings as an option for large scale rooftop solar

Planned Activity in 26/27: High level feasibility activities to be carried out before a priority list is finalised. Once a finalised list is published confirmation on investment/funding will be sought.

Heat Networks

For the year 2026/27, the focus would be to develop the opportunities available within these identified areas of the city into beneficial undertakings.

The City Centre Heat Network project focuses on providing support to Bring Energy's underutilised Heatline network - to connect high-demand public sector, education, and commercial buildings, reducing carbon emissions & improving energy efficiency.

In Hillfields, the SEP is driving a neighbourhood-scale approach to decarbonised heat through network expansion and building-readiness measures. This is further expanded in the **Hillfields** programme within this document.

In Walsgrave, sustainable measures at University Hospital Coventry & Warwickshire are being explored, alongside a longer-term vision for a district heat network serving mixed-use developments in the wider neighbourhood.

From a strategic viewpoint, a regional heat opportunity is being explored for Coventry and the surrounding area for examining viable heat generation options.

Heating opportunities within buildings are captured within the **Residential** and **SME and Public Buildings** programmes within the



SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

City Centre HN connections

1

2

3

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Hillfields HN connections

1

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4

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6

Walsgrave Heat Network

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6

Impact on Strategic Themes



Clean Local Energy

Reduced emissions and operating costs



Innovation & Scale

Trial new heat technologies and approaches



Community Benefit

Improved heating of community hubs i.e. libraries and health centres

Heat

Benefits Expanded

Page 224

The programme aims to invest in energy security and low-carbon heat by backing local heat generation & resilience reducing the dependency on transported gas.

Cleaner warmth and stable heating costs for communities are outcomes of the programme.

They also create green jobs and apprenticeships, promote cleaner air and health outcomes.

We aim to position Coventry as an investable city committed to sustainability and inclusive access to energy services.



SOCIAL VALUE

- **In Coventry, For Coventry** Encourages local economy by creating opportunities for smaller businesses to contribute to these infrastructure projects.
- **Jobs & Skills:** Creation of green jobs in design, construction, and maintenance.
- **Apprenticeships** and upskilling opportunities for local residents, addressing future skills gaps and boosting the local economy.



RESIDENT BENEFIT

- **Enhances resilience** and ensures stable energy costs, building energy independence for Coventry.
- **Local generation and flexibility** reduces dependence on further drilling and transported fossil fuels.
- **Improves air quality** and promotes health and well-being by replacing gas heating with low-carbon solutions.

Coventry Energy Plan • Facts & Figures



Source: Coventry Energy Plan, 2024

- Building-gas use accounts for ~34% of Coventry's emissions (2021 baseline) – the largest contributor to carbon emissions in the city. This makes clean heat generation a key problem to solve.
- The city of Coventry already has two existing and operational heat networks, giving the SEP an opportunity to further improve its utilisation with building upgrades etc.
 - Heatline Network in the city centre
 - University of Warwick network, serving campus buildings.



Heat Networks

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
City Centre Heat Network Connections	Approved	Q1 2026				
<p><i>Activity in 26/27:</i> Explore the opportunity to support Heatline expansion through building-readiness measures and HN connection activity in the city centre area through an initial pilot trial. Resource requirements: Identified technical support from within the E.ON business to support the development and feasibility.</p>						
Hillfields Heat Network Connections	Approved	Q1 2026				
<p><i>Activity in 26/27:</i> Explore the opportunity to support Heatline expansion through building-readiness measures and HN connection activity in the Hillfields area. Resource requirements: Identified technical support from within E.ON business to support the development and feasibility</p>						
Walsgrave Heat Network	Q1 2026					
<p><i>Activity in 26/27:</i> Opportunity exploration to understand whole neighbourhood energy requirements with key anchor heat loads in the area. High-level opportunity assessment to be undertaken with development potential in 2026-28. Resource requirements: Identified technical support from within E.ON business to support the development and feasibility</p>						

SME and Public Sector Buildings

Delivering integrated solutions—not solar alone—maximises carbon reduction, boosts energy efficiency, and delivers long-term social and economic value for Coventry's schools. Combining solar PV, battery storage, and energy management systems improves energy security and shields schools from volatile energy prices, while heating upgrades, insulation, and fabric improvements tackle the biggest carbon challenge: heat decarbonisation. EV chargers and building upgrades support whole-site sustainability, cutting costs and enabling reinvestment into education. This bundled approach aligns carbon savings with affordability, resilience, and community benefits—creating warmer, greener learning environments and local jobs.

This initiative builds on SEP and Council work to cut carbon and energy costs in public buildings. The programme aims to improve energy performance, meet MEES standards, and create scalable models that deliver affordability, resilience, and social value. Alongside this, E.ON will create propositions for SMEs to decarbonise their premises—whether leased from the Council or privately owned—bringing dual benefits of lower carbon and reduced energy costs for both tenants and landlords.

The Council will continue providing SMEs with energy audits and connecting them to funding opportunities for efficiency upgrades, supporting ongoing decarbonisation efforts. Several elements of this programme can also contribute to the Hillfields Neighbourhood Improvement Programme, delivering local social value alongside carbon and cost savings.

SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

Building Decarbonisation Phase 2

1

2

3

4

5

6

Schools Heating (PSDS3b)

1

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4

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6

Public Sector Building Prop

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6

MEES Phase 1

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SME Pilot Proposition

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Schools Multi Solution

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Impact on Strategic Themes



Clean Local Energy

Clean local energy production that is utilised across the school portfolio



Innovation & Scale

Key component to the city-wide solar approach



Community Benefit

Education programme for children

Roof-Top Solar

Benefits Expanded



In this initiative, unused roof space is utilised for electricity generation to benefit the residents, neighbouring buildings and the grid.

Rooftop solar in Coventry offers a clear path to stable energy bills for households and businesses, making it a retrofit measure with a clear financial payback under current price forecasts.

It enhances energy security by reducing reliance on global national markets and enabling self-generation of clean power.

Solar PV also acts as a key enabler for heat electrification, helping offset the running costs of heat pumps and supporting whole-home low-carbon bundles



SOCIAL VALUE

- **In Coventry, For Coventry:** Boosts the local economy by prioritising local businesses for construction and maintenance of infrastructure, creating opportunities for businesses to contribute to city-wide projects.
- **Jobs & Skills:** generate employment and green skills development, supporting Coventry's workforce and future talent pipeline.
- **Apprenticeships** opportunities for local residents, addressing upskills gaps and boosting the local economy.



RESIDENT BENEFIT

- **By lowering electricity costs**, solar PV makes other low-carbon technologies—such as heat pumps and EV charging—more financially viable. This supports integrated solutions for warmer, more energy-efficient homes, improving comfort and health outcomes for residents.
- **Improves air quality** and promotes health and well-being by clean energy production locally.
- **Self-reliance and generation of local power** to be used efficiently by residents and businesses, reducing dependence on long-distance transmission.

Coventry Energy Plan • Facts & Figures



Source: Coventry Energy Plan, 2024

- Rooftop solar offers long-term savings with typical paybacks of 10–15 years and panel lifespans of 25 years. This helps alleviate fuel poverty, which affects over 22% of Coventry households, by making energy more affordable.
- This involves the installation of solar PV panels, with or without a battery, on residential properties. These generate electricity for the owner, which is consumed at home to reduce electricity bills. Excess electricity generated is either stored in batteries if purchased or sold back to the grid through a Smart Export Guarantee tariff.

SME and Public Sector Buildings

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	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Building Decarbonisation Ph2	Approved	Approved	Approved	Approved	Q1 2026	Q2 2026

Activity in 25/26: Practical completion on project achieved in July 2025 with all solutions installed.

No proposed activity in 26/27

Resource Requirements: SEP Programme team to generate the final gateways as required. ECS now working directly with CCC on any post completion issues.

Schools Heating	Approved	Approved	Approved	Approved	Q1 2026	Q1 2026
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Activity in 25/26: Deliver heat pumps in the schools against the employer requirements outlined in the contract.

Activity in 26/27: future activity to be rolled into the schools multi solution programme.

Resource requirements: E.ON delivery team alongside the Council Facilities and Education teams to deliver.

Schools Multi Solution	Approved	Approved	Q1 2026	Q1 2026		
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Activity in 25/26: Initial development of a solution agnostic proposition for schools and public sector buildings, to be rolled out across schools.

Activity in 26/27: Finalisation of proposition and delivery of first phase of sites.

Resource requirements: E.ON project delivery teams to work with the Council and E.ON SEP teams to conduct appraisal of buildings to identify optimal solutions. Council Education and onsite school facility / management teams to support the rollout.

MEES Ph1	Approved	Q1 2026	Q1 2026	Q1 2026		
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Activity in 25/26: Appraisal of portfolio of buildings, alongside regulatory implications and tenancy obligations from the Council, to identify optimal solutions.

Activity in 26/27: To review funding availability and financing to implement optimal solutions on site.

Resource requirements: E.ON delivery team to work with Council Property team to identify requirements, with support from SEP team.

SME Proposition	Approved	Q1 2026	Q2 2026	Q3 2026		
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Activity in 26/27: Appraisal of SME building opportunities in the city, to identify where best to target and pilot a proposition.

Resource requirements: E.ON delivery team to work with the SEP team and potential partners to identify opportunities.

Public Sector Building Prop	Q2 2026	Q2 2026	Q3 2026	Q3 2026	Q4 2026	
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Activity in 26/27: Appraisal of public building requirements, to identify the right solutions for installation and a proposition to enable delivery.

Resource requirements: E.ON delivery team to work with Council Property team to identify requirements, with support from SEP team.

Transportation

The primary focus of this programme is to support the Council's ambitions for electric vehicle charge points within the city where commercially viable.

A charging trial for domestic properties to charge EVs on the street could also be looked at as a SEP project.

The Council will continue to develop and deliver against its EV Charging Strategy with opportunities to work with the SEP to be identified through collaborative discussions.

As part of its wider strategy to create EV charging hubs across the UK, E.ON will identify any opportunities in and around Coventry to develop these outside of the SEP as private arrangements to help improve the offerings to Coventry residents, businesses and visitors. Equally, through BAU activity E.ON will also install private EV chargers including for domestic properties which can also support the delivery of opportunities identified within the Coventry Energy Plan.



SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

NUS car park EV chargers

1

2

3

4

5

6

Salt Lane EV charger upgrade

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Train Station EV charger upgrade

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On-street EV charging trial

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Impact on Strategic Themes



Innovation & Scale

Development of a scalable EV charging strategy and network for the city



Jobs & Skills

Establish a strong local supply chain

Transportation

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	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
NU Car Park EV Chargers	Approved	Approved	Approved	Approved	Q1 2026	Q2 2026

Activity in 26/27: Project close down activity and lessons learnt review.

Resource requirements: SEP team to support review with delivery and client teams following charger installations.

Salt Lane EV Charger Upgrade	Approved	Approved	Approved	Approved	Q1 2026	Q2 2026
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Activity in 26/27: Project close down activity and lessons learnt review.

Resource requirements: EDRI to install and commission chargers with alignment to Coventry Council Comms team. SEP team to support review with delivery and client teams.

Train Station EV Charger Upgrade	Approved	Approved	Approved	Approved	Q1 2026	Q2 2026
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Activity in 26/27: Commissioning of replacement chargers. Project close down activity and lessons learnt review.

Resource requirements: EDRI to install and commission chargers with alignment to Coventry Council Comms team. SEP team to support review with delivery and client teams.

On-street EV charger trial	Approved	Q1 2026	Q1 2026	Q1 2026		
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Activity in 26/27: Trial an opportunity for properties in the city without private driveways to enable them to benefit from EV ownership.

Resource requirements: E.ON delivery team to lead with support from the SEP team to connect into the right opportunities.

Residential

The programme supports the installation of energy efficiency and clean renewable energy production measures in residential properties across Coventry. This will include the delivery of projects through various funding mechanisms which will be monitored and assessed for their feasibility within the city.

Through the Affordability Trial, 17 households benefited from free battery installations paired with time-of-use tariffs, alongside debt relief, white goods replacement, and energy efficiency upgrades—helping residents save £250–£300 annually and tackle fuel poverty. Building on this success, in 2026 we will scale the initiative to support 100 households with an enhanced battery trial, optimising flexibility and resilience to deliver even greater bill savings and protect residents from global energy price volatility.

We have also progressed partnerships with housing associations to introduce innovative low-carbon heating and energy efficiency measures. These efforts will be progressed further in 2026 start reviewing their stock to understand how we can help them best. This aims to create social and economic benefits, including warmer homes, improved health and well-being, and opportunities for green skills development and local jobs—strengthening Coventry's local economy and supply chain.

The deliverables against the broad opportunities identified in the Coventry Energy Plan will be dependent on resident interest.

In addition, the **Hillfields** Improvement Programme launched, with E.ON committed to engaging residents and completing retrofit assessments to deliver clean warmth and better quality of life for the community.



SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

HUG2 project

1

2

3

4

5

6

Affordability Pilot

1

2

3

4

5

6

Solar PV resident offer

1

2

3

4

5

6

Impact on Strategic Themes



Clean Local Energy

Residents having reduced exposure to global energy market pressures



Jobs & Skills

Strong local supply chain whilst promoting recruitment of green jobs within Coventry



Community Benefit

Warmer, more energy efficient homes, helping to reduce fuel poverty across Coventry

Residential

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	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Home Upgrade Grant (HUG)2 project	Approved	Approved	Approved	Approved	Q1 2026	Q2 2026
<p><i>Activity in 26/27:</i> Post-project review and project closedown. <i>Resource requirements:</i> The review will primarily require SEP team availability with some input from the project teams involved from E.ON and the Council.</p>						
Affordability Pilot	Approved	Approved	Approved	Approved	Q2 2026	Q3 2026
<p><i>Activity in 26/27:</i> Delivery of further installations in identified properties followed by a review of the success factors from the pilot activity, with potential further funding to scale proposition. <i>Resource requirements:</i> Continued delivery through the E.ON delivery teams and engagement back into the Council and SEP team.</p>						
Solar PV resident offer	Approved	Approved	Approved	Approved	Q2 2026	Q3 2026
<p><i>Activity in 26/27:</i> Review of the success factors from the proposition and analysis of potential future opportunities. <i>Resource requirements:</i> SEP team working with the E.ON delivery team.</p>						

Innovation and other activity

The development of an innovation and propositions pipeline will continue to evolve, integrating with other programme areas where relevant, while some initiatives will be captured separately under the SEP Innovation Fund. These efforts aim to drive forward cleaner, smarter solutions for Coventry.

Innovation and pilot activities have included the successful affordability trial, which delivered meaningful savings for residents, and an enhanced version will launch in 2026. Additional pilots include targeted thermal heat-loss assessments, advanced heating propositions such as residential low-emission technologies, and bundled service models like Energy-as-a-Service. These initiatives are designed to improve comfort, reduce household energy costs, and support inclusive access to sustainable energy solutions.

Data, digital platforms, and connectivity will remain central enablers across all propositions. Work has progressed on defining requirements for a city-wide Digital Twin, with an initial version expected in early 2026 to optimise planning and operational efficiency.

Exploration has begun on new offerings in solar energy and the ATP market, including innovative shared solar solutions (such as Solshare) for multi-dwelling properties—creating pathways for cleaner energy generation and greater community benefit.



SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

Kestrix pilot

1

2

3

4

5

6

Digital Twin

1

2

3

4

5

6

Energy as a Service

1

2

3

4

5

6

Impact on Strategic Themes



Clean Local Energy

New pilot propositions to encourage green innovation across the city



Innovation & Scale

Pilots to trial innovation projects in the city



Community Benefit

Community Benefit delivery through projects

Innovation and other activity

Page 234

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Kestrix Pilot	Approved	Approved	Approved	Approved	Q1 2026	Q1 2026
<p><i>Activity in 26/27:</i> Commencement of drone scanning for 4000 properties in Hillfields in Coventry. Following this we are reviewing the results and engaging residents utilising the Kestrix information. This activity will support the Council's Hillfields Neighbourhood Improvement Programme. Resource requirements: SEP Innovation and Props team, with support from the Council and E.ON leads as well as the delivery partner, Kestrix.</p>						
Digital Twin	Approved	Approved	Q1 2026	Q3 2026		
<p><i>Activity in 26/27:</i> Development and business requirement gathering from both parties to create a Digital Twin of the City. MVP to be ready late Q1 2026 Resource requirements: SEP Team, E.ON Leads predominantly E.ON Next and support from Council teams.</p>						
Energy as a Service (Next Gen Home)	Approved	Approved	Approved	Approved	Q2 2026	
<p><i>Activity in 26/27:</i> Pilot or a monthly subscription service for solutions (ATP) customers with target of 10 Coventry residents in the trial. Resource requirements: Innovation & Props, E.ON leads & council support including Comms</p>						

Hillfields Programme

The Hillfields Programme is a place-based initiative focused on creating a cleaner, healthier, and more sustainable neighbourhood. It takes a holistic approach to reducing carbon emissions at a community scale, combining energy efficiency optimisation, heat network expansion, and renewable energy with wider sustainability measures to strengthen resilience and affordability. The programme aims to:

- Retrofitting homes and buildings to improve energy efficiency and reduce heat loss, supported by funding routes such as Warm Homes Local Grant, ECO, and Home Upgrade Grant—helping to tackle fuel poverty and lower the cost of living.
- Delivering low-carbon heating solutions, including exploring heat network connection, in support of local generation and flexibility while protecting residents from global energy price volatility.
- Engaging the community through local groups, schools, and events to build trust and awareness, overcoming barriers like language and digital exclusion, and ensuring inclusive access to energy services.
- Creating social and economic benefits, including warmer homes, reduced fuel poverty, green skills development, apprenticeships, and local job opportunities—strengthening the local economy and supply chain.
- Integrating innovation, such as Kestrix drone thermal surveys and digital twin technology, to identify high-demand areas and optimise solutions for reducing emissions and improving quality of life for the residents of Hillfields.

SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

Hillfields Neighbourhood Improvement Programme

1

2

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6

Devolved Retrofit

1

2

3

4

5

6

CEE Fairer Warmth

1

2

3

4

5

6

Impact on Strategic Themes



Jobs & Skills

New Apprenticeships in the Sustainability Sector in Coventry.



Innovation & Scale

Pilots to trial innovation projects in the city



Community Benefit

Utilise annual community benefit fund to deliver projects

Hillfields Programme

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	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Hillfields Neighbourhood Improvement Programme	Approved	Q1 2026				

Activity in 26/27: aims to create healthier, more sustainable homes and communities. By focussing the funding in Hillfields, the SEP will aim to improve the energy efficiency of at least 220 homes as well as targeting other social value and innovation initiatives to engage the community and provide wider benefits, jobs, skills and community improvements.

Resource requirements: SEP Team, GFS, E.ON Next, Comms, Community resilience, Hillfields Programme team

Devolved Retrofit	Approved	Q1 2026	Q1 2026	Q1 2026		
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Activity in 26/27: aims to create healthier, more sustainable homes and communities. By focussing the funding in Hillfields, the SEP will aim to improve the energy efficiency of at least 220 homes.

Resource requirements: SEP Team, GFS, E.ON Next, Comms, Community resilience, Hillfields Programme team

CEE Fairer Warmth	Approved	Approved	Approved	Q4 2025	Q4 2026	Q4 2026
--------------------------	----------	----------	----------	---------	---------	---------

Activity in 26/27: Deployment of energy platform to connect households with organisations to promote energy efficiency, affordability, and a fair energy future for everyone.

Providing personalised energy plans, impartial energy advice and access to grants and support services in Coventry. Focus for next 12 months is trial of this platform for residents in Hillfields.

Resource requirements: SEP team, Hillfields Programme Team.

Community Benefit

This programme supports the commitment to fostering meaningful relationships with local community groups, organisations and participating in environmental, economic and social initiatives in Coventry.

The Community Benefit fund is separate to the technical programmes, and its focus is wholly on creating benefits for communities in Coventry. The SEP projects focus in Social Value will be delivering against the Community Benefit Fund which will aim to deliver a variety of projects which meet the different social value strategic aims.

In addition to the projects delivered utilising the Community Benefit fund, social value will be delivered through technical projects as approved through the CJV Board. Other activities such as Volunteering, Cornerstone Enterprise Advisors in the city and involvement in Coventry Careers Fairs will deliver social value returns for the city but not require any drawdown from the community benefit fund.



SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

Coventry
Grows

1

2

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4

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6

Treekly

1

2

3

4

5

6

Books

1

2

3

4

5

6

SVF Schools
Programme
Rollout

1

2

3

4

5

6

NHS Green
Team

1

2

3

4

5

6

Community
Centre Retrofit

1

2

3

4

5

6

Impact on Strategic Themes



Jobs & Skills

New Apprenticeships in the Sustainability Sector in Coventry.



Community Benefit

Utilise annual community benefit fund to deliver projects

Community Benefit

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Coventry Grows	Approved	Approved	Approved	Approved	Q1 2026	Q3 2026
<p><i>Activity in 26/27:</i> Delivery of community growing project in 4 locations across the city. This contributes to the Council's Hillfields Neighbourhood Improvement Programme.</p> <p><i>Resource requirements:</i> SVF spend to be paid to CCC, Grapevine community facilitator.</p>						
Treekly	Approved	Approved	Approved	Approved	Q3 2026	
<p><i>Activity in 26/27:</i> Programme to support biodiversity growth in the city, supporting existing work, community initiatives and developing new projects across the city.</p> <p><i>Resource requirements:</i> SEP team, Council Wildlife and Woodland team, Treekly team.</p>						
Books	Approved	Approved	Approved	Approved	Q2 2026	Q2 2026
<p><i>Activity in 26/27:</i> Working with local author and illustrator to rollout two new books to all schools in city, set up serious of volunteer reading sessions, facilitate business mentoring sessions and workshops in community.</p> <p><i>Resource requirements:</i> SEP team, CCC Schools and Education Team.</p>						
Schools Programme Rollout	Approved	Approved	Approved	Q1 2026		
<p><i>Activity in 26/27:</i> Rollout of schools educational offering, drawing down from the social value fund as required to ensure equitable offering to all schools in the city.</p> <p><i>Resource requirements:</i> SEP Team, NZA</p>						
NHS Green Teams	Approved	Approved	Approved	Approved	Q4 2026	Q4 2026
<p><i>Activity in 26/27:</i> Support an award-winning programme in sustainable healthcare that empowers NHS and healthcare organizations to merge sustainability with clinical practices. Its goal is to improve outcomes, reduce costs, and drive the transition to sustainable future</p> <p><i>Resource requirements:</i> SEP Team, Comms.</p>						
Community Centre Retrofit	Approved	Approved	Q1 2026	Q3 2026		

Activity in 26/27: Adoption of community centre approach to social value, including solutions, volunteering, advice, mentoring, and awareness of other SEP social value initiatives e.g. Coventry Grows and Retrofit Training Programme.

Resource requirements: SEP Team, E.ON Volunteers, GFS, Commercial Services Volunteering group, CCC Community Team.

Key risks and mitigations

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5



Key Partnership Risks, Mitigations & Outcomes (1/3)

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Status column is to summarise the risk at a moment of ABP release

Risk	Type	Description	Mitigation	Status
Funding Availability	Financial	Reduction to government or commercial funding for renewable energy schemes (e.g. due to budget cuts, financial crisis, global volatility)	<ul style="list-style-type: none"> Review viable funding options with Council (e.g. equity, debt, 3rd party) with close ties to WMCA funding approach. Create monitoring process and a roadmap of funding for clean energy schemes. 	Open – under review Ongoing mitigation
Macro-economics	Financial	Challenges impacting all solution types as well as hurdle rates for capital investment projects	<ul style="list-style-type: none"> Regular review of the Project Acceptance Criteria (PAC) and specific project investment by Programme Leads and Finance Leads. Develop the Project Portfolio based on experience of the SEP teams for the ABP and SBP. 	Open – under review Ongoing mitigation
Conflicting Historic Planning Policy	Operational	Increased difficulty to deliver projects due to conflicting or historic policies	<ul style="list-style-type: none"> Identify constraints or issues that existing planning policy could impose on schemes offering benefits to Coventry and its residents. Collaborate with the Council to identify potential policy solutions. 	Open – under review Ongoing mitigation
Global Supply Chain Challenges	Operational	Reduced ability to source materials and core infrastructure either resulting in a delay to the delivery of a project, and therefore delayed returns, or inflated pricing	<ul style="list-style-type: none"> Enable visibility of the potential supply chain requirements over the mid-term. Align needs with local and Global supply chain teams to ensure the optimum economic outcome is achieved. In some cases may also include strategically delaying a project to ensure that the CJV is able to secure economic efficiencies and value for money. 	Open – risk not live

Key Partnership Risks, Mitigations & Outcomes (2/3)

Risk	Type	Description	Mitigation	Status
Resource Availability	Operational	Not enough skilled personnel and / or funding for resources, available throughout the project	<ul style="list-style-type: none"> Regular resource planning and allocation, along with continuous monitoring of resource usage, will help in proactively identifying and addressing any resource constraints. Dedicated SEP Team (both E.ON and CCC). 	Open – under review Ongoing mitigation
Stakeholder Alignment	Operational	Lack of shared understanding of the SEP and its projects' objectives and outcomes	<ul style="list-style-type: none"> Establishing clear communication channels, involving stakeholders in decision-making processes, and regularly updating them on projects. Conducting workshops/meetings to address concerns and gathering feedback will foster collaboration and buy-in from stakeholders. 	Open – under review Ongoing mitigation
Schedules & Costs	Operational	Changes in project requirements/ scope as well as unforeseen expenses or inaccurate estimates can lead to delays and increased costs	<ul style="list-style-type: none"> Implementing a change management process, incl. procedures for approving and documenting changes. Regular progress reviews and proactive risk management. Transparent communication with stakeholders about any changes. Developing detailed and accurate cost estimates, along with contingencies for unexpected expenses. Regular budget reviews and financial reporting. 	Open – under review Ongoing mitigation
Regulatory & Compliance	Legal	Changes in regulations or non-compliance with existing regulations	<ul style="list-style-type: none"> Monitoring of the regulatory environment and conducting compliance audits. Ensuring that project teams are trained in relevant regulations and adopting best practices for compliance. 	Open – risk not live

NB: Project risks to be picked up through project governance processes

Key Partnership Risks, Mitigations & Outcomes (3/3)

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Risk	Type	Description	Mitigation	Status
Political Cycle	Operational	The democratic electoral process results in new central or local government administrations during the JVA term. The electoral process can lead to a new government makeup with varying views on Net Zero Agenda.	<ul style="list-style-type: none"> Raise awareness of wider benefits of SEP projects including affordability of energy, resilience of energy supply, job and skills creation, community benefit and carbon reduction. Regular engagement with political parties, relevant Whitehall departments and regional administrations. 	Open – under review Ongoing mitigation
City Demographic Changes	Operational	Changing city demography driving different needs of the Council and thereby the SEP.	<ul style="list-style-type: none"> Regular review as part of Strategic Business Plan to look at wider partnership themes which will be reflective of the needs of the city. Regular review of social value strategy in line with the process above to ensure SEP community benefit programmes are reflective of city demographic and needs. 	Open – under review Ongoing mitigation

NB: Project risks to be picked up through project governance processes

Partnership operational overview

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6



Introduction to the Organisational Summary

We have created a **leadership** and **management structure** that will be fully accountable for the delivery of the partnership objectives, both strategically and operationally. The **CJV Board** is specifically designed to integrate with the Council's dedicated roles and promote a culture of collaboration and partnership working ensuring the achievement of outcomes and the monitoring, measurement, and assessment of performance to drive continuous improvement. We have committed a permanent partnership team who will work on a project-by project basis. The **operational team** will work with focus and pace and have an eye on the horizon with specific external focus on partnerships, innovation, and social value.

Partnership Costs

Both E.ON and the Council are fully committed to the success of the partnership and will allocate skilled resources across the project value chain, covering origination, development, design, build, and operation. **The cost of these resources will not be an additional expense for the partnership**, except for specific project-related costs that require external recruitment.

E.ON **will not recharge any overhead costs** associated with the E.ON SEP Team from any project in the first 5 years of the SEP. From year six, the Team costs will be capable of being recovered from the CJV Portfolio returns*.

Organisational structure on
following page

*reference partnership agreement documentation for information on management of overhead costs



Level 1
CJV Steering

E.ON UK Board

Council Steering Group

Level 2
CJV Board

CJV Board: equal representation from Council and E.ON

Level 3
Operational Team Leadership

E.ON Programme Lead

Council Programme Lead

Operational Team

Operational Team



Level 4
Operational Teams

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Level 5
Project Delivery

Project Delivery

Expertise from outside of the SEP brought into the delivery of initiatives from across the Council and E.ON to enable SEP outcomes

Operational information

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Locations

Joint working space

One Friargate, Station Square, Coventry
CV1 2FL, UK

Coventry City Council

Coventry City Council, PO Box 7097,
Coventry, CV6 9SL

E.ON UK plc

2 Prince's Way Solihull B91 3ES



Contact

E.ON

tomorrowscities@eonenergy.com

Coventry City Council

strategicenergypartnership@coventry.gov.uk



Board meetings

Duration

120 minutes

Frequency

Once a month on average

CJV Board meetings 2026

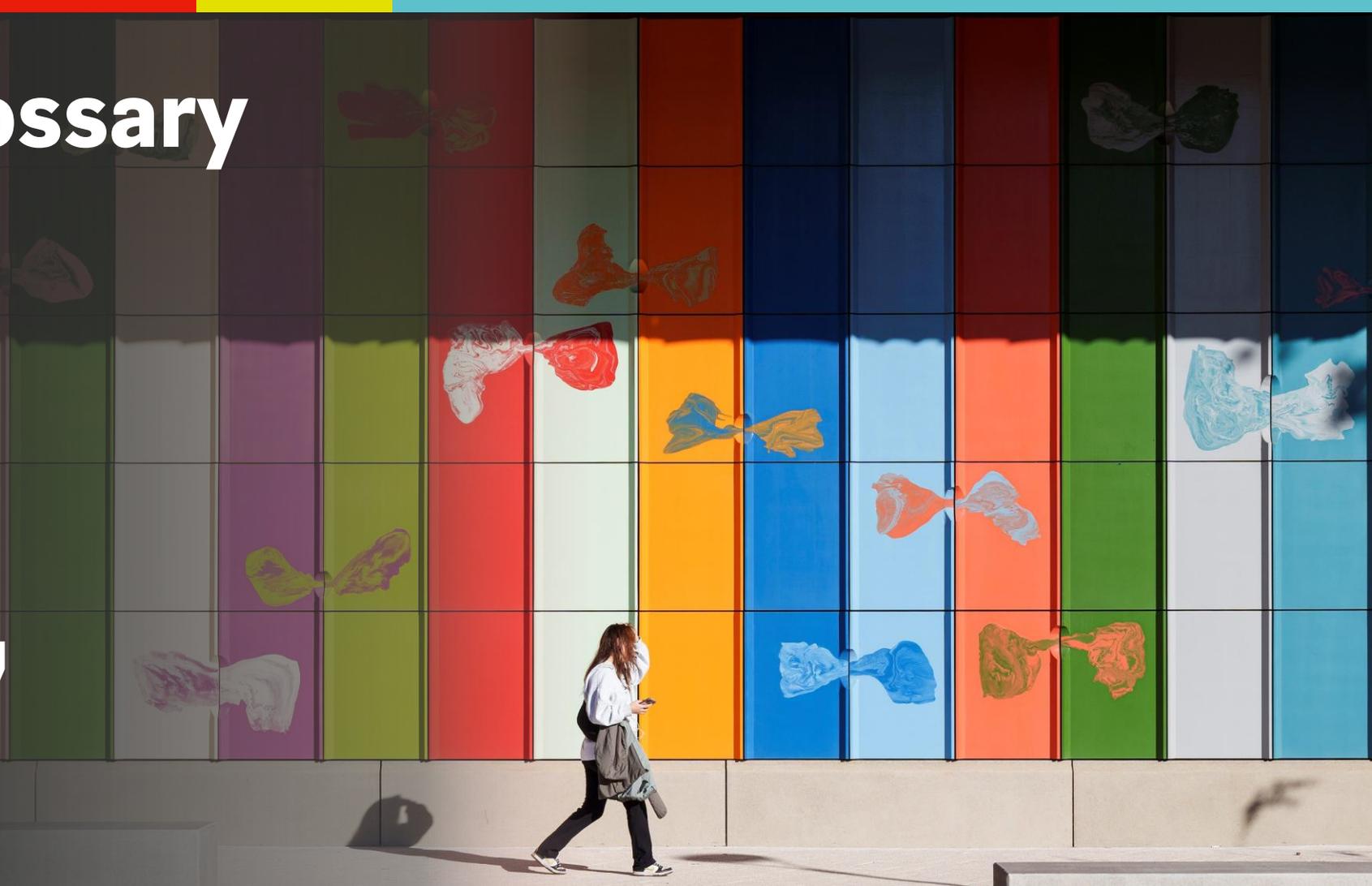
- March 26th 2026
- April 23rd 2026
- 21st May 2026
- 25th June 2026
- 23rd July 2026
- 27th August 2026
- 24th September 2026
- 22nd October 2026
- 19th November 2026
- 17th December 2026

Meeting attendees

- **CJV Board Constitution:** 6 Council, 6 E.ON
- **Standing CJV Board meeting:** Council Programme Lead, E.ON Programme Lead, Transformation and Change Programme Manager
- **Flexible CJV Board meeting:** As required
- **Quorum:** 2 Council, 2 E.ON

Glossary

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Acronyms & Glossary

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ABP	Annual Business Plan
BAU	Business As Usual
(B)EV	(Battery) Electric Vehicle
BESS	Battery energy storage solutions
CAGR	Compound annual growth rate
CAPEX	Capital expenditures
CBF	Community Benefit Fund
CCC	Coventry City Council
CDP	A globally recognised charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts
CJV	Contractual Joint Venture
Community Benefit / Social Value	The social impact and benefits that a business/project provides to society ensuring tangible, meaningful and real place-based benefits within communities.

DEVEX	Development spend, spent in assessing projects
E.ON	E.ON UK plc
EBIT	Earnings Before Interest, Taxes
ECS	E.ON Control Solutions
ED&I	Equality, Diversity and Inclusion
EIS	Energy Infrastructure Solutions (E.ON)
EPC	Energy Performance Certificate
ESG	Environmental, Social and Governance
FTE	Full-time equivalent/employee
LSOAs	Lower layer Super Output Areas
MEES	Minimum Energy Efficiency Standards
MTP	Medium-term plan
MW	Megawatt (measure of power)
MWh	Megawatt-hour (measure of power consumption/usage)
NPV	Net Present Value

OPEX	Operating expense
PAC	Project Acceptance Criteria
PHEV	Plug-In Hybrid Electric Vehicle
PSDS	Public Sector Decarbonisation Scheme
RIBA	Royal Institute of British Architects
ROCE	Return on Capital Employed
R&M	Council Repair and Maintenance team
SBP	Strategic Business Plan
SEP	Strategic Energy Partnership
SLT	Senior Leadership Team
SME	Small Medium Enterprise
SROI	Social Return on Investment
TCV	Total Contract Value
TOMs	Themes, Outcomes and Measures
V2G	Vehicle to Grid



COVENTRY TRANSPORT MUSEUM

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Public report Coventry Shareholder Committee

Scrutiny Co-ordination Committee
Coventry Shareholder Committee

12 March 2026
17 March 2026

Name of Cabinet Member:

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

Director approving submission of the report:

Director of Finance and Resources

Ward(s) affected: None

Title:

Coventry and Warwickshire Growth Hub – Transition

Is this a key decision?

No.

Executive summary:

The Coventry and Warwickshire Growth Hub (CWGH) was established in 2014 and are 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.

During the closure process of Coventry & Warwickshire Local Enterprise Partnership in the in 2023, the LEP Board, including the Local Authorities across the sub-region, determined that CWGH should continue as a legacy of CWLEP. As a result, the joint (50/50) shareholders of the CWGH are Coventry City Council (CCC) and Warwickshire County Council (WCC).

It is now necessary to change the way that CWGH operates in order to align with the regional approach to economic development in the West Midlands, and the availability of funding.

A new West Midlands Growth Hub (WGMH) will be established, and given the strength of CWGH, it is proposed that the organisation is best positioned to be the platform for the new service.

The new WMGH, which would still be based in Coventry, will be set up as a new division within West Midlands Growth Company (WMGC). It is important to emphasise that Coventry businesses will still receive the support they require, and that knowledge and best practice developed at CWGH will be applied across the West Midlands.

Similarly, Warwickshire businesses will still benefit from a Growth Hub service, and by continuing close working relationships between the teams at Coventry City Council and Warwickshire County Council (WCC), the important Coventry and Warwickshire business geography will still be served in a coherent way.

This report sets out details of the proposed changes required to CWGH in order to establish the new West Midlands Growth Hub and seeks delegated authority to complete the necessary due diligence and make these changes.

Recommendations:

The Scrutiny Co-ordination Committee is requested to:

- (1) Consider the Coventry and Warwickshire Growth Hub transition proposal 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 transfer of CCC shares in CW Business Solutions to the West Midlands Growth Company Limited.
- (3) Approve the transfer of CW Growth Hub Limited assets to West Midlands Growth Company Limited.
- (4) Thereafter, approve the winding up of companies remaining in the CW Growth Hub Group which will no longer be required under the new proposed arrangements.
- (5) Grant delegated authority to the Director for Regeneration and Economy, following consultation with the Cabinet Member for Jobs, Regeneration and Climate Change, Director of Finance and Resource and the Director for Law and Governance to:
 - a. Finalise the Heads of Terms to facilitate the proposals set out in this report
 - b. Agree the financial consideration to be paid for the transfer of CW Growth Hub Limited Assets and CCC shares in C&W Business Solutions
 - c. Approve the transfer of residual reserves from CW Growth Hub Ltd to be split equally between Coventry City Council and Warwickshire County Council after all winding up costs have been recovered

- d. Approve how best to proceed in terms of future operations of CW Champions
- e. To complete all necessary due diligence related to the above matters, including making any necessary and incidental variation to the proposals set out in this report and to enter into all necessary legal agreements.

List of Appendices included:

None.

Background papers:

None.

Other useful documents

None.

Has it or will it be considered by Scrutiny?

Yes: Scrutiny Co-ordination Committee – 12 March 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.

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Report title: Coventry and Warwickshire Growth Hub Report – Future Direction

1. Context (or background)

- 1.1. The Coventry and Warwickshire Growth Hub (CWGH) was established in 2014. 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.
- 1.2. During the closure process of Coventry and Warwickshire LEP in 2023, 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.
- 1.3. As a result, the joint (50/50) shareholders of CWGH are Coventry City Council (CCC) and Warwickshire County Council (WCC).
- 1.4. It is now necessary to change the way that CWGH operates in order to align with the regional approach to economic development in the West Midlands.
- 1.5. An Economic Development Functions Review (EDFR) for the West Midlands was undertaken, following agreement at the November 2024 West Midlands Combined Authority (WMCA) Board. This was driven by concerns about the West Midlands business support landscape being fragmented, which made it confusing and ineffective for businesses. It was proposed that a new model would rationalise public funded support and connect it to the rest of the business support ecosystem.
- 1.6. At the WMCA Board meeting on 14th November 2025, key recommendations of the EDFR were agreed i.e. the formation of a new Economic Delivery Vehicle (EDV) providing a new consolidated, networked approach to economic development, designed to avoid duplication, overlap and fragmentation.
- 1.7. A key part of these proposals is the establishment of a new West Midlands Growth Hub (WMGH) to lead delivery of a new service for up to 1,500 businesses in the region with high growth potential. Given the strength of C&W Growth Hub, it is proposed that the organisation is best positioned to be the platform for WMGH, which will continue to be based in Coventry.
- 1.8. It is important to emphasise that Coventry businesses will still receive the support they require, and that knowledge and best practice developed at CWGH will be applied across the West Midlands.
- 1.9. Similarly, Warwickshire businesses will still benefit from a Growth Hub service in Warwickshire, and by continuing close working relationships between the teams at Coventry City Council and Warwickshire County Council (WCC), the important Coventry and Warwickshire business geography will still be served in a coherent way.

- 1.10. WCC plan to use grant from Department of Business and Trade (DBT) to provide a Growth Hub role in-house, with a route to respond to business enquiries for Warwickshire businesses.
- 1.11. This report sets out details of the proposed changes required to CWGH in order to establish the new West Midlands Growth Hub and seeks delegated authority to complete the necessary due diligence and make these changes.

2. Options considered and recommended proposal

- 2.1. **Option 1 – Do nothing.** As DBT funding for Growth Hubs is no longer available in Coventry, there would be insufficient funds to for CWGH to operate from April 2026, and the organisation would have to rely on its reserves.

- 2.1.1. This is economically unsustainable and not the recommended option.

- 2.2. **Option 2 – Repurpose CWGH to become the new West Midlands Growth Hub from April 2026**

- 2.2.1. The following companies make up the CWGH group:

- **CW Growth Hub Limited.** Provides core Growth Hub services.
- **CW Business Solutions.** Delivers regional and commercial contracts, using grant and commercial income.
- **CW Champions Limited.** Responsible for Coventry and Warwickshire Champions, a member-funded business network.

- 2.3. CWGH's board is made up of both public and private sector representatives, with CCC having a representative on the board.

- 2.4. The key points of the proposal for transitioning from CWGH and forming WMGH are summarised in the following sections.

- 2.5. The current CWGH management team (CEO, Deputy CEO, Finance Director and Office Manager) will join the West Midlands Growth Company Ltd (WMGC) to establish WMGH as its subsidiary.

- 2.6. The current CWGH assets will be transferred to WMGC, inclusive of fixed assets, Intellectual Property and knowhow, relevant contracts, and the office lease to allow them to be used in the new WMGH.

- 2.7. CW Business Solutions Ltd currently delivers regional programmes such as Made Smarter and the WM Investment Zone Supply Chain Transition, and this work will continue. CW Business Solutions will become a subsidiary of WMGH. The CW Business Solutions team of twelve individuals will remain unchanged and will also transfer to WMGH via TUPE.

- 2.8. Consultation is underway with all CWGH staff, including seven who are potentially at risk of redundancy. There may be opportunities for these staff to find roles elsewhere in WMGC as the new regional economic development functions are set up. In the

event of redundancies, costs will be covered from CWGH's reserves which have been maintained at a level adequate to cover all closure costs of the business.

- 2.9. Coventry and Warwickshire Champions will continue under the new arrangements. Due diligence will be completed to determine the best way to continue to provide this important member funded business network for Coventry and Warwickshire.
- 2.10. Once all the above transactions are completed CWGH Ltd will no longer be required and will be wound up.
- 2.11. The closure costs will be financed using the company reserves and will not require additional financial resource from Coventry City Council or Warwickshire County Council. Once closure costs have been covered, residual reserves will be split equally between the two local authorities and ringfenced for business support activities.
- 2.12. As joint shareholders, CCC and WCC will work together with their respective Legal teams to complete the necessary work.
- 2.2.4 Based on the above considerations, Option 2 is the preferred option.

3. Results of consultation undertaken

- 3.1. CWGH is in the process of undertaking HR consultations with its staff on the proposed changes.

4. Timetable for implementing this decision

- 4.1. The new ownership structure for WMGH will be established from 1st April 2026. Due diligence will continue to ensure costs and risks to shareholders are acceptable following which the proposed delegated authorities would be exercised
- 4.2. In addition, representatives from Coventry City Council and Warwickshire County Council's Finance teams will meet with the Growth Hub's Company Secretary to review the financial position both before and after CWGH's transition.

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 which will not be available after this financial year.
- 5.1.2 The cost of the proposal is at least cost neutral to the City Council. It is expected that existing CWGH reserves are sufficient to fund any exit strategy, such that the company will meet all costs associated with the proposed transactions, with any remaining surplus monies being redistributed back in equal amounts to the two shareholders.

5.2. Legal Implications

- 5.2.1 The proposed restructuring of Coventry & Warwickshire Growth Hub Ltd (CWGH Ltd), including the transfer of its subsidiary and assets to the West Midlands Growth Company (WMGC), has several legal implications for Coventry City Council (CCC) as shareholder.
- 5.2.2 TUPE – The transfer of CWGH’s management team to WMGC will take place under the Transfer of Undertakings (Protection of Employment) Regulations 2006. CWGH Ltd must comply with all TUPE duties, including providing employee liability information and settling all pre-transfer employment liabilities. Any non-compliance could result in claims that reduce distributable reserves.
- 5.2.3 Transfer of Assets and Subsidiary – The transfer of CWGH Ltd’s assets and its subsidiary (C&W Business Solutions Ltd) will require appropriate legal documentation, warranties, indemnities, and the assignment/novation of relevant contracts. CCC must ensure decisions comply with best value duties and do not expose the Council to unnecessary financial or legal risk.
- 5.2.4 Winding Up of CWGH Ltd – Following the transfers, CWGH Ltd is expected to enter a solvent Members’ Voluntary Liquidation. All liabilities—including leases, service contracts, tax, and final accounts—must be settled before liquidation. Insolvency practitioner fees and termination costs will be met from CWGH Ltd reserves. Unresolved liabilities risk delaying final distributions.
- 5.2.5 Reserves – Remaining reserves (approx. £700k) will be distributed equally between CCC and Warwickshire County Council, minus associated closure costs.
- 5.2.6 Overall, CCC’s exposure relates to ensuring compliance with TUPE requirements, securing a lawful and orderly transfer of assets and the subsidiary, and ensuring CWGH Ltd can be safely wound up with no residual liabilities that could affect final distributions to shareholders.

6. Other implications

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

- 6.1.1. The formation of the West Midlands 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”. Key objectives of the WMGH will be to support high growth businesses in Coventry to innovate, grow and scale up, and create new jobs.

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 are 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 the transition of CW Growth Hub to WM Growth Hub, it is necessary for CCC's staff within the Economic Development Service, Legal and Finance teams to work together, ensuring that that the organisation's financial, legal and operational position is 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.

6.4. Equalities / EIA?

6.4.1. CWGH will need to consider the equalities impact on staff of the proposed changes.

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

6.5.1. The WMGH will be proactively promoting the Energy Advice Service 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 WMGH will be an integral part of Coventry's business support ecosystem. Working closely with the Business Support team within CCC and generating cross referrals; they will also continue to engage with Partners such as the CW Chamber of Commerce, CWRT, Federation of Small Businesses, Business Growth West Midlands and local Universities.

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Legal: Gurbinder Singh Sangha	Corporate & Commercial Lead Lawyer	Legal	19/02/2026	19/02/2026
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Legal: Oluremi Aremu	Head of Legal and Procurement Services	Legal	19/02/2026	26/02/2026
Director: Barry Hastie	Director of Finance and Resources	Director	27/02/2026	27/02/2026
Members: Councillor Jim O'Bolye	Jobs Regeneration and Climate Change	-	23/02/2026	25/02/2026

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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

12 March 2026
17 March 2026

Name of Cabinet Member:

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

Director approving submission of the report:

Director of Finance and Resources

Ward(s) affected:

None.

Title:

UKBIC Business Plan 2026/27

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.

This report provides an update on the business planning for the 2026/27 financial year.

Recommendations:

The Scrutiny Co-ordination Committee is recommended, following consideration of the corresponding private report to:

- (1) Consider the report on UKBIC's 2026/27 business plan and to forward comments and / or recommendations to the Coventry Shareholder Committee

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

- (1) To consider any comments and / or recommendations from the Scrutiny Co-ordination Committee.
- (2) Approve the report on UKBIC's 2026/27 business plan.

List of Appendices included:

The following appendices are attached to the corresponding private report:

Appendix 1 – UKBIC 2026/27 Budget

The following appendices are attached to this report:

None

Background papers:

None.

Other useful documents

None.

Has it or will it be considered by Scrutiny?

Yes – Scrutiny Coordination Committee 12 March 2026.

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:

1. Context (or background)

- 1.1. The UK Battery Industrialisation Centre (UKBIC) Limited is a state of the art, 20,000m² 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 of 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 provides 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 the budget which UKBIC Ltd has set for the coming financial year. This report has therefore been prepared to meet this requirement.
- 2.2. This is not the recommended option.
- 2.3. **Option 2 – Approve the UKBIC Business Plan 26/27** This report has been drafted in line with the Council's governance and reporting requirements for companies in its ownership. This is the recommended option.

3. UKBIC Business Planning 2026/27

- 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. The first capital repayment was due to be made in December 2025, but the loan has now been restructured into an interest-only basis with interest payments due to commence in 2027/28. The £18m capital is due to be repaid to WMCA in 2032. The loan is secured against UKBIC's land and buildings.
- 3.3. 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.
- 3.4. The UKBIC Ltd Board met to approve the company's budget for 26/27 which is included at Appendix 1 of the corresponding private report.
- 3.5. The company has considered scenarios for sales revenue across the main areas of the businesses, which are:
 - ISL: The full-scale battery industrialisation line.
 - FPL: The new Flexible Pilot Line, which allows customers to undertake smaller and more flexible work with smaller batches of materials etc.
 - M&P: The Module and Pack line, where individual cells are combined into battery packs like those installed in vehicles.
 - T&S: UKBIC's training functions.

4. Results of consultation undertaken

No consultation has been undertaken.

5. Timetable for implementing this decision

Upon the approval of this report, UKBIC Ltd will be notified that the Shareholder has approved the Business Plan for 2026/27.

6. Comments from Director of Finance and Resources and Director of Law and Governance

6.1. Financial Implications

The UKBIC budget is attached at Appendix 1 of the corresponding private report, and sets out a balanced budget for the financial year, with income from government funding and sales to customers balanced against the cost of staffing, overheads and materials etc.

The company is meeting repayments on the £500k loan from CCC which is due to be fully repaid by 2027.

6.2. Legal Implications

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

7. Other implications

7.1. 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 completely 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.

7.2. 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 Battery Innovation Programme 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.

7.3. 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.

7.4. Equalities / EIA?

No equalities impact assessment has been undertaken.

7.5. 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.

7.6. 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

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Mike Phillips	Lead Accountant	Finance	19/02/2026	24/02/2026
Names of approvers for submission: (officers and members)				
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Legal: Oluremi Aremu	Head of Legal and Procurement	Law and Governance	13/02/2026	17/02/2026
Director: Barry Hastie	Director of Finance and Resources	-	24/02/2026	24/02/2026
Members: Councillor Jim O'Boyle	Cabinet Member for Jobs, Regeneration and Climate Change	-	23/02/2026	25/02/2026

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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

12th March 2026
17th March 2026

Director approving submission of the report:
Director of Finance and Resources

Ward(s) affected:
All

Title:

Business Planning Cycle for 2026-27 for the Coventry Municipal Holdings Group

Is this a key decision?

No – Although the matter affects all Wards, the impact is not expected to be significant

Executive summary:

Coventry Municipal Holdings Limited (CMH) was incorporated in November 2021 as an intermediary parent company within the Council's group structure. As required by the Group Governance Agreement (GGA), CMH along with its subsidiaries, present their Business Plans for the year ahead ending 31st March 2027. This report has been prepared to summarise the key points and identify any risks to the Council within the detailed plans appended to the report.

The Business Plans set out the operational priorities and forecast financial position for the current year and the budget for next year which, in accordance with the GGA, requires Coventry Shareholder Committee approval to proceed.

Recommendations:

The Scrutiny Co-ordination Committee is recommended to:

- (1) Note the Business Plans for the CMH Group for the financial year 2026-2027
- (2) Forward any comments or recommendations to the Coventry Shareholder Committee for its consideration.

Coventry Shareholder Committee is recommended to:

- (1) Consider any comments or recommendations from the Scrutiny Co-ordination Committee.
- (2) Approve the Business Plans for the CMH Group for the financial year 2026-2027 as set out in appendices 1 to 3 of the corresponding private element of this report.

List of Appendices included:

None

Background papers:

None

Other useful documents

Cabinet Report – Business planning cycle for 2025-26 for the Coventry Municipal Holdings Group (Coventry Shareholder Committee, Item 20, 26th March 2025)

<https://edemocracy.coventry.gov.uk/ieListDocuments.aspx?CId=773&MId=13336&Ver=4>

Cabinet Report – Coventry Municipal Holdings Limited Annual Performance Report Year Ended 31st March 2025 (Coventry Shareholder Committee, Item 9, 4th November 2025)

<https://edemocracy.coventry.gov.uk/ieListDocuments.aspx?CId=773&MId=13497&Ver=4>

Has it or will it be considered by Scrutiny?

Yes – 12th March 2026

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: Business Planning Cycle for 2026-27 for the Coventry Municipal Holdings Group

1. Context (or background)

1.1. Coventry Municipal Holdings (CMH) is required by the Group Governance Agreement (GGA) to present the group business plan for approval by Coventry Shareholder Committee. This Business Plan covers the following companies:

- Coombe Abbey Park Limited (CAPL), the company that operates Coombe Abbey Park Hotel via a long lease from the Council, and subsidiaries:
 - No Ordinary Hospitality Management (NOHM) undertakes management contracts for third parties and provides the trading name for operations within the hospitality and leisure sector.
 - Coombe Abbey Park (LACo), a Tecca company set up to enable contracts to be directly awarded by the Council.
- Coventry Technical Resources (CTR) provides resourcing solutions to the Council via contractual arrangements.
- Coventry Regeneration Limited (CR), set up during the construction of Coventry Arena and continues trading with minimal transactions to preserve historic tax assets which may be usable in the future.
- No Ordinary Hotels Limited (effectively a dormant company) continues operating to preserve the brand name.
- Tom White Waste Limited (TWW), a commercial waste company that was previously one of the Council's largest local competitors prior to acquisition, and subsidiaries:
 - A&M Metals & Waste supports the waste management and recycling activities of the parent company. The company has ceased trading and management plan to liquidate the company in the foreseeable future.
 - Tom White Waste (LACo), a Teckal company set up to enable contracts to be directly awarded by the Council.

2. Options considered and recommended proposal

2.1. **Option 1: Do not approve the Business Plans** – Without approval of the Business Plans the entities will be working outside of the requirements of the GGA and therefore within the existing budgets and may not be able to move forward with plans they have for 26/27 or contractual agreements they wish to enter.

2.2. **Option 2: Approve the Business Plans for CMH and each subsidiary entity** – Each entity has set out their vision, strategic objectives and budgets for 26/27 and beyond in their individual company business plans. The Business Plans are summarised below along with any other relevant information.

2.2.1. Coventry Municipal Holdings (CMH)

CMH provides a layer of governance and management support for the Council's wholly owned subsidiaries in accordance with the Group Governance Agreement (GGA).

The cost base comprises of staffing costs for management and administrative support provided across the group. These services are provided at cost, and it is assumed that they will be fully recovered from management recharges across the group.

2.2.2. No Ordinary Hospitality Management (NOHM)

This includes the activities of Coombe Abbey Park Limited (CAPL) which trades under the NOHM brand.

The vision for CAPL is for Coombe Abbey Hotel to be a destination of choice for families, business, and events both regionally and on the national stage, creating outstanding memorable experiences whilst delivering sustainable financial returns to its shareholders. This is supported by four strategic priorities for the 26/27 financial year:

- i. Sales growth in key markets (meetings and conferences, private functions and events, and weddings)
- ii. Management control of payroll expenditure and efficiency of resources.
- iii. Development of new products through capital investment to refurbish buildings and construct new facilities.
- iv. Generating revenue through skills and experience, seeking new external contracts.

Further improvements in profitability will be required to ensure the company's sustainability over the medium term. CAPL has been in a negative net assets position since March 2024, and despite improvements this will remain negative for the near future.

The 26/27 budget includes income due to the Council of £1.3m, including £0.85m from the hotel and other property leases, interest payable on commercial loans of £0.45m and a profit share from catering concessions of £0.03m.

The Business Plan details several capital investments required to stimulate revenue growth and protect the fabric of the hotel building. This represents the most significant capital investment by the company in recent years. CAPL are proposing to use company resources repair the hotel building flat roof, replace the goods lift and replace the heating in the Park Priory bedroom block. CAPL are seeking debt financing to deliver the further capital investments detailed in the Private report. The proposed loan terms for these projects have been modelled over a 10-year term at a commercial rate of interest, with repayments due to commence once the assets are operational. The detailed terms of the finance are subject to approval.

2.2.3. Tom White Waste Limited (TWW)

The vision of TWW is to be a conscious brand with a mission to make a positive environmental and social impact whilst creating shareholder value for distribution into the local community. The strategic priorities for the 26/27 financial year are:

- i. Optimising profitable processing through investment in new plant and machinery at the existing Materials Recycling Facility (MRF).
- ii. Sales growth within Coventry and the surrounding region.
- iii. Construction and demolition waste capacity increase by review and implement of plan to develop C&D line at Site 1.
- iv. Vehicle and mobile plant renewal to ensure high levels of availability to complement double shifting to provide sufficient capacity for growth.

TWW have seen a significant temporary increase in revenues due to contracts with Birmingham City Council. This is being managed on an exceptional basis with performance separated out from core business when management monitors performance.

Following the Council's acquisition of TWW's main operational site in January 2025 and an initial payment free period, the Council received £0.15m in annual lease income during 25/26 and £0.6m will be received during 26/27.

The investment in new recycling plant for the MRF is due to be commissioned in May 2026, providing additional processing capacity and producing a high quality recycle output.

2.2.4. Coventry Technical Resources Limited (CTR)

CTR provides resource solutions to the Council either via direct employment or via contract as required by the Council. The commercial posts in CTR have supported a range of projects including the Children's Services Transformation Programme and the Care Facility Project and City Services.

The CTR budget assumes no additional posts will be added and inflationary costs will be up to 5% per annum. The forecast cost base, including a 10% profit margin, is £0.245m (26/27). This is budgeted to be recovered via revenue from contracts with the Council.

When the Council disposed of its shares in Arena Coventry Limited (ACL) for £2.7m in 2014 the funds from the transaction were received by CTR. This cash remains on the company balance sheet and can be paid to the Council as a dividend when required. As part of the business plan the Directors of CTR will consider how best to receive returns on the cash balance held within the company from the sale of the shares in ACL in accordance with their fiduciary duties as Directors subject to approval from the Shareholder. This could involve lending money at market rate within the group.

3. Results of consultation undertaken

- 3.1. No consultation undertaken.

4. Timetable for implementing this decision

- 4.1. Upon approval the Business Plans will be used to set the Budget for 26/27 for each entity.
- 4.2. Subject to approval of loan funding CAPL would begin the construction of the capital investments detailed in the Private report from April 2026 with completion due in early 2027.

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

5.1. Financial Implications

TWW expect to declare a dividend following the audit of the 25/26 accounts and the budgets indicate that it may be possible to declare further dividends in future years. Any dividend will be paid to the Council subject to available cash in the business.

CAPL's negative net assets position and forecast losses in future years represent a liquidity risk unless there are further improvements in profitability. The Directors of CAPL anticipate that proposed capital investments will provide a step change in the profitability of the hotel. CAPL's negative net assets position is offset at the group level by the improved profitability of TWW and the surplus cash held within CTR.

The Directors of CTR will consider how best to receive returns on the cash balance held within the company from the sale of the shares in ACL in accordance with their fiduciary duties as Directors subject to approval from the Shareholder (in this case exercised under the delegation provided to the Director of Finance and Resources following consultation with the Cabinet Member for Strategic Finance and Resources). This could involve lending money at market rate within the group. However, it should be noted that the Council would be unable to access these funds as dividends while they are employed as a loan, if utilised in this way. The remaining cash balance held by CTR, subject to the approval of any intra-group loans, could be paid as a dividend when required by the Council.

The budgets include various transactions involving the Council, which are governed by existing contractual agreements. There are no requests for any new financing from the Council in the 26/27 Business Plans.

5.2. Legal Implications

The decisions which are being made comply with the Terms of Reference of Coventry Shareholder Committee and align with the GGA and the Delegations Policy.

6. Other implications

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

The future dividend revenue declared by the entities in the group of companies will support the Council to deliver its core aims. The operations of TWW will deliver environmental benefits through greater recycling and extraction of recyclable materials. The operations of NOHM, including Coombe Abbey Hotel, will support

making Coventry an attractive and enjoyable place to be through the leisure offer they provide.

6.2. How is risk being managed?

The GGA and oversight by Shareholder Committee manage any risks arising from the Council's investments in CMH. The operational risks and mitigations for the individual companies are detailed in the Business Plans for each entity.

The Council has the appropriate contractual agreements in place where it transacts with companies in the CMH group including resourcing solutions from CTR and long-term leases for Council owned properties (Coombe Abbey Hotel and TWW's main operating facility).

6.3. What is the impact on the organisation?

The Business Plans provide assurance that the Council's investments are being managed effectively and enable appropriate challenge to be provided. This process enables the Council to budget for any revenues and costs that it may incur in its interactions with the CMH group. There is no additional financing required from the Council in 26/27 and it is anticipated that dividends will be received from TWW.

6.4. Equalities / EIA?

No Equalities Impact Assessment (EIA) has been undertaken.

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

The capital investments proposed by TWW are aiming to enhance material quality outputs to improve environmental performance and disposal resilience with additional processing equipment. TWW also saw their highest ever landfill avoidance performance in 25/26.

CAPL are seeking to upgrade the heating system in the Park Priory bedroom block to improve energy efficiency and customer experience.

6.6. Implications for partner organisations?

Any impact on partner organisations has been covered in the Business Plans.

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Gurbinder Singh Sangha	Major Projects Commercial Lawyer	Law and Governance	12.02.26	13.02.26
Grant McKelvie	Managing Director – CMH	-	13.02.26	17.02.26
Names of approvers for submission:				
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Legal: Oluremi Aremu	Head of Legal and Procurement Services	Law and Governance	19.02.26	02.03.26
Director: Barry Hastie	Director of Finance and Resources	-	19.02.26	27.02.26

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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

12 March 2026
17 March 2026

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

Director approving submission of the report:
Director of Property Services and Development

Ward(s) affected:
None

Title:
Friargate JV Company - Business plan and financial update

Is this a key decision?
No

Executive summary:

Friargate JV Project Limited (the “Company”) was incorporated on 17th December 2018 as a jointly owned property management and development trading company between the City Council and Friargate Holdings 2 Limited with each party holding equal shares. The aim of the Company centres on developing a property portfolio consisting of both commercial and residential properties that is available for sale or rent in accordance with the Friargate Masterplan.

The business of the Company is governed by a Shareholders Agreement which sets out the governance arrangement between the Shareholders in relation to a number of matters including the review of the Company against the Business Plan which is the subject of this report.

The Company has operated under an initial business plan focussed on acting commercially to bring forward the development of the whole of the Friargate Masterplan prioritising the construction of the first phase of development consisting of the following:

- a) the delivery of four commercial buildings and a hotel; and
- b) Where possible, to act in good faith to bring forward the wider development of the Friargate Masterplan in an expeditious manner

This report sets out the Business Plan for the Company during the period between 2026 - 2030, which provides for the company's vision and broad strategic objectives and monitoring and assurances on the financial position to secure the ongoing viability of the Company.

The business plan states that the Company will act commercially to bring forward development in accordance with the Friargate Masterplan Objectives in order to:

- a) Maximise on every commercial opportunity available
- b) Trade in such a manner that acts in the best interest of the Company
- c) Optimise the financial return to the Shareholders
- d) Make a positive contribution to the delivery of commercial and residential schemes to meet commercial and housing needs in all segments of the market

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 comments and/or recommendations from Scrutiny Co-ordination Committee
- 2) Consider and approve the draft Friargate Business Plan 2026 – 2030 as set out in Appendix 1 of the corresponding private element of this report.
- 3) Note the financial update on the Company as set out in the Appendix of this report.

List of Appendices included:

Financial Update 2026/2027

Background papers:

None

Other useful documents

Cabinet and Council Report – Friargate Joint Venture – 9 January 2018 and 16 January 2018 respectively

Has it or will it be considered by Scrutiny?

Yes – Scrutiny Coordination Committee 12 March 2026

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

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Friargate JV Company - Business plan and financial update

1. Context (or background)

- 1.1. Friargate JV Project Limited (the “Company”) was incorporated on 17th December 2018 as a jointly owned property management and development trading company between the City Council and Friargate Holdings 2 Limited with each party holding equal shares. The aim of the Company centres on developing a property portfolio consisting of both commercial and residential properties that is available for sale or rent in accordance with the Friargate Masterplan.
- 1.2. The Company has operated under an initial business plan focussed on acting commercially to bring forward the development of the whole of the Friargate Masterplan prioritising the construction of the first phase of development consisting of the following (the “**Company Objectives**”):
 - a) the delivery of four commercial buildings and a hotel; and
 - b) Where possible, to act in good faith to bring forward the wider development of the Friargate Masterplan in an expeditious manner.

Development of Property and Business Plan

- 1.3. To date, the Company has facilitated the delivery of one commercial building (known as Friargate Two), a hotel (known as Hotel Indigo) and infrastructure works to unlock further plots within the overall Friargate Masterplan. It should be noted that the Council has played an influential role in facilitating development of the Friargate Masterplan through securing grant funding (used towards the delivery of Friargate Two) and leveraging its influence to bring Hotel Indigo (a four star hotel in the City).
- 1.4. The Company is under an obligation to keep the Business Plan under review and the document at Appendix 1 of the corresponding private element of this report sets out the Business Plan for the Company during the period of the next four years.
- 1.5. The Company continues to act commercially to bring forward the development of the whole of the Property it owns in accordance with the aims of the Company Objectives, the delivery of which are to be underpinned by the following principles:
 - a) Maximising on every commercial opportunity available
 - b) Trading in such a manner that acts in the best interest of the Company
 - c) Optimising the financial return to the Shareholders
 - d) Making a positive contribution to the delivery of commercial and residential schemes to meet commercial and housing needs in all segments of the market
- 1.6. Any receipts received by the company following sale of landholdings shall (unless otherwise resolved by the Shareholders) be applied initially towards the provision of

sufficient working capital and reserves as deemed necessary by the Board to ensure the proper discharge and delivery of the Objectives.

The construction and delivery of future buildings shall be determined as part of the ordinary course of business of the Company with decisions on timing and mechanisms being determined by the Company in accordance with its governance arrangements.

Estate Management

- 1.7. The largest asset held by the Company is its landholding within the Friargate Masterplan boundary. Accordingly, the Company ensures proper management of the property assets of the Company whilst the development and sale of future plots are explored.
- 1.8. Further details of the estate management activities are set out in the updated business plan attached at Appendix 1 of the corresponding private element of this report.

Financial Update

- 1.9. The Appendix to this report sets out a summary of the financial position of the company following its last financial year.
- 1.10. Further financial information is also contained in the corresponding private element of this report

Other matters

- 1.11. This Business Plan shall be valid for four years and will be reviewed by the Company on an annual basis with any amendments being undertaken in accordance with the governance arrangements set out in the Shareholder's Agreement.
- 1.12. As new buildings are being delivered, the Company will establish and maintain a Marketing Strategy to ensure that the full potential of the Masterplan as a destination for commercial and residential opportunities is promoted.

2. Options considered and recommended proposal

2.1. Option 1– Do nothing (Not recommended)

The Company's Shareholders' Agreement requires the Board of Directors to keep the Business Plan under review and for any update to be provided to the Shareholders for comment before it is adopted and this report meets this requirement. Failure to keep the Business Plan under review will result in the Company not maximising the Company Objectives and failing to comply with the terms of the Shareholders' Agreement.

This option is therefore not recommended.

2.2. Option 2 – Approve the Company business plan 2026-2030 (Recommended)

In accordance with the provisions of the Shareholders' Agreement, the Board of Directors have reviewed the current business plan and determined that this needs to be updated. Approving the Company business plan will facilitate the ability of the Company to have clear direction endorsed by the Shareholders and progress the planned activities accordingly. This is the recommended option.

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 Company will be notified that the Council has received and approved the Company Business Plan 2026 - 2030 and can therefore be adopted by the Company as the updated Business Plan for the planned period (subject to the annual review).

4.2. Further performance updates on implementation of the Company Business Plan 2026 - 2030 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

The Council purchased a 50% equity stake in the Friargate JV Company at its inception, which was used to secure the land within the Friargate Masterplan which was necessary to deliver the Company's objectives.

The existing cash balances for the Company at the end of the last financial year are viewed as sufficient working capital to carry out the activities in the business plan.

There will be no financial obligation on the Council to invest or provide additional project funding as part of this report.

Further details on the financial update of the Company are contained in the corresponding private element of this report.

5.2. Legal Implications

The Company is complying with the governance requirements set out in the Shareholders' Agreement. The updated Business Plan subject to this report will be reviewed by the Company on an annual basis and any subsequent amendments will be brought back to the Shareholder Committee for their comment and endorsement.

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 objectives of the Company presents a significant opportunity to act as an interface between the existing city centre projects and also as a catalyst for other private sector investment creating jobs and boosting investment within the Friargate Masterplan.

The Company also contributes to achievement of the visions set out in the One Coventry Plan 2022 – 2030 by:

Improving the economic prosperity of the city and regions - delivering new jobs, and providing a positive impact on the local economy; and

Council's role as a partner, enabler and leader – leveraging relationships with stakeholders and interested parties towards securing third party investment into the development of the Friargate Masterplan.

6.2. How is risk being managed?

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 within the agreement which must demonstrate value for money alongside other key criteria in order for a plot to be developed.

The project 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.

The updated Business Plan also identifies ensuring that all development and management activities is compliant with building regulations and safety. The Company continues to maintain an active oversight of health and safety, both during enabling works and throughout any construction. This is achieved through all contractors submitting and maintaining suitable construction phase plans, method statement and risk assessments prior to any works being undertaken.

In implementing the updated Business Plan, the Shareholders and the Board of Director will work in partnership to effectively manage the risks arising through the implementation of the company objectives set out in the updated Business Plan.

6.3. What is the impact on the organisation?

The Council continues to provide ongoing time committed from the two CCC Directors who sit on the Company Board of Directors.

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. While the Council does not have control over the operations of the Company and are not involved in day-to-day operations, it does have significant influence in its capacity as Shareholder. It is therefore important for the Council to consider the PSED in its role as a shareholder.

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

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

The development of the Friargate Masterplan by the Company will deliver office accommodation, reflecting modern day standards and building regulations. The use of new materials will eliminate energy loss from the fabric of the buildings and promote energy efficiency, resulting in a reduction in carbon emissions and utility costs for occupiers.

Commercial buildings constructed as part of the Friargate Masterplan scheme will have the benefit of connecting to the Heatline network allowing all future tenants to connect to the renewable energy source.

6.6. Implications for partner organisations?

None

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Aimee Proctor	Finance Manager – Projects and Commercial	Finance	20/02/2026	26/02/2026
Oluremi Aremu	Head of Legal and Procurement Services	Law, Governance and Safer Communities	20/02/2026	26/02/2026
Lucy Hobbs	Head of Project Delivery		20/02/2026	27/02/2026
Names of approvers for submission: (officers and members)				
Ewan Dewar	Head of Service Finance	-	20/02/2026	27/02/2026

	Financial Management			
Julie Newman	Director of Law and Governance	-	20/02/2026	27/02/2026
Richard Moon	Director of Property Services and Development	-	20/02/2026	02/03/2026
Members: Cllr O'Boyle	Cabinet Member for Jobs, Regeneration & Climate Change	-	20/02/2026	02/03/2026

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Friargate Business Plan 2026 – 2030

Contents

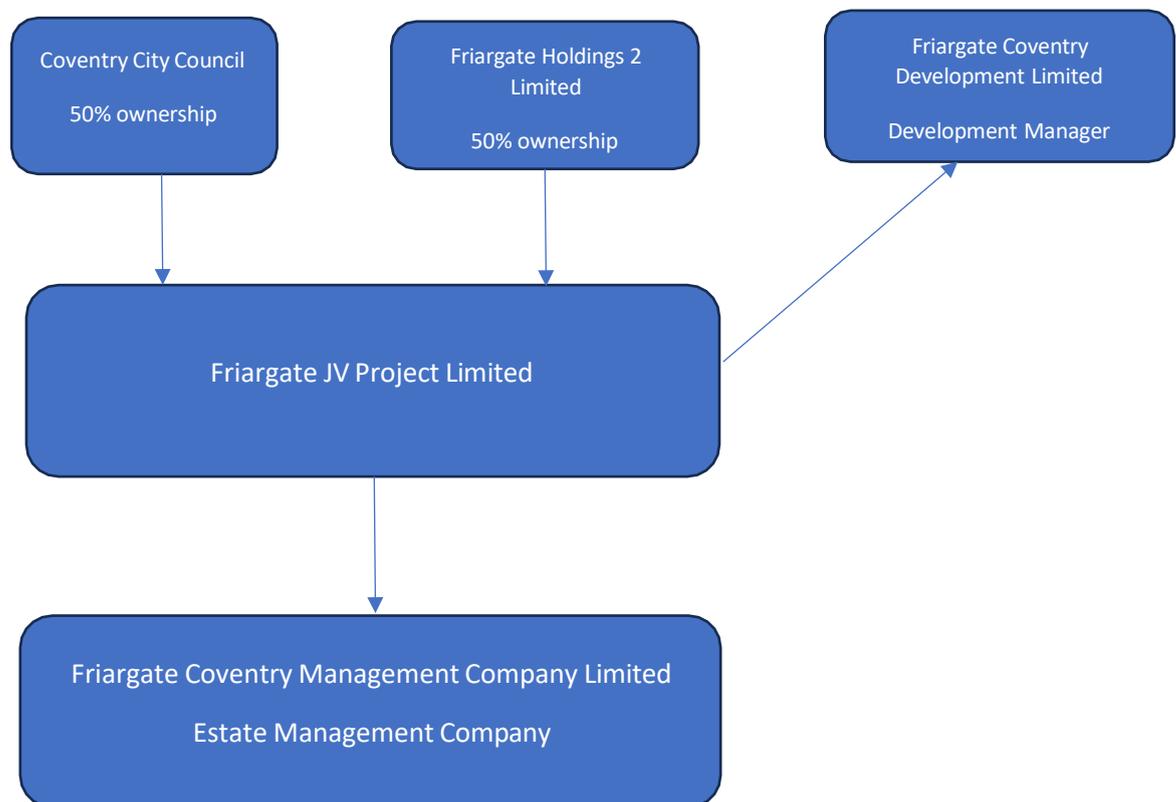
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1. Introduction and Background

1.1 Friargate JV Project Limited (the “**Company**”) was created on 15th January 2019 and has operated under a business plan focussed on the delivery of the first phase of constructions, this being the delivery of four commercial buildings and a hotel. To date, the Company has facilitated the delivery of one commercial building (known as Friargate Two), a hotel (known as Hotel Indigo) and infrastructure works to unlock further plots within the overall Friargate Masterplan.

1.2 The Company has been created as a jointly owned property management and development trading company (50% owned by Coventry City Council and 50% owned by Friargate Holdings 2 Limited) with the aim of developing a property portfolio consisting of both commercial and residential properties that is available for sale or rent within the boundary of the Friargate Masterplan (see edged red on the plan at Appendix 1)

1.3 The Company structure is set out below:



1.4 This document sets out the Business Plan for the Company during the period of the next four years. It provides for the following:

- a) the company’s vision and broad strategic objectives towards delivering on its Objectives (as set out below in paragraph 2); and
- b) monitoring and assurances to secure the ongoing viability of the Company.

1.5 Any decisions to implement a proposal which falls within the remit of this Business Plan will be the subject of a detailed report being provided to the Board of Directors for consideration in accordance with the governance arrangements.

2. Overall Objective of the Company

2.1 The Company (through its Shareholders) will act commercially to bring forward the development of the whole of the Property in accordance with the Friargate Masterplan ("the Objectives").

2.2 The delivery of the Objectives will be underpinned by the following principles:

- a) Maximising on every commercial opportunity available
- b) trading in such a manner that acts in the best interest of the Company
- c) optimising the financial return to the Shareholders
- d) making a positive contribution to the delivery of commercial and residential schemes to meet commercial and housing needs in all segments of the market

2.3 This business plan is subject to the terms of the Shareholder's Agreement dated 20 December 2018 as varied from time to time (including but not limited to the Deed of Amendment and Restatement dated 15 January 2019) ("the Shareholders Agreement"). To the extent there is any contradiction between the Shareholders Agreement and the terms of this Business Plan the Shareholders Agreement will take precedent and nothing in this Business Plan shall in any way waive, vary, disapply or override the rights of the Shareholders as detailed in the Shareholders Agreement.

3. Development of the Property (Commercial Buildings, Residential Opportunities and Infrastructure Delivery)

3.1. The Company will actively progress the development of the entirety of the Property for residential and commercial purposes in accordance with the parameters set out in the Friargate Masterplan planning permission as amended from time to time (Appendix 1 - Plans).

3.2. Any capital receipts to the Company shall (unless otherwise resolved by the Shareholders) be applied initially towards the provision of working capital deemed necessary by the Board to ensure the proper discharge and delivery of the Objectives.

3.3. The Company will also work to gain vacant possession of the land and buildings required for the development of the Objectives and will work to establish the infrastructure necessary for the Masterplan and procure such infrastructure when deemed appropriate.

3.4. The construction and delivery of future buildings shall be determined as part of the ordinary course of business of the Company with decisions on timing and mechanisms being determined by the Company in accordance with its governance arrangements. In relation to the construction and delivery of future buildings, the Development Manager will be engaged by the Company in accordance with the terms of the Umbrella Development Management Agreement entered into between the Company and the Development Manager and dated 15 January 2019.

- 3.5. The Company will also act in good faith to bring forward the wider development of the Friargate Masterplan in an expeditious manner.
- 3.6. The Company, through instructions to its Development Manager, will work constructively to deliver site wide infrastructure to support planned future development (including support for funding bids). Where site wide infrastructure involves work being procured through CCC, this will be considered by the Company where such support is in its best interest.
- 3.7. The Company will work to ensure that the Estate Management Company (Friargate Coventry Management Company Limited) is appropriately resourced in order to:
 - a) meet the estate-wide commitments to tenants,
 - b) produce an annual Estate Service Charge budget; and
 - c) collect service charges due.

The Estate Management Company will need to enter into arrangements with third parties to discharge its estate management responsibilities, the cost of which will be met from Service Charges received from tenants of the existing buildings. However, it should also be stated that the Company will be required (where necessary) to meet any shortfall in the working capital which the Estate Management Company holds to ensure that the Estate Management Company can meet its obligations with any arrangements put in place.

- 3.8. This Business Plan shall be valid for (four) years and will be reviewed by the Company on an annual basis with any amendments being taken in accordance with the governance arrangements set out in the Shareholder's Agreement.
- 3.9. In order for the Company to meet the ambitions set out in relation to the development of the property, the following action plan will be progressed and implemented:
 - a) Updating the Friargate Masterplan to reflect the Station Masterplan and the Indigo Hotel as implemented and to ensure that the planning conditions, parameter plans, mix and density of uses remain relevant for the market (see Appendix 2 – Proposed Amended Masterplan).
 - b) Taking the necessary actions to ensure that the Company is ready to develop future plots for Commercial, Hotel and Residential uses by preparing and submitting schemes for planning consent in order to establish a development pipeline to be implemented as market conditions and funding opportunities become available.
 - c) Where the existing estate buildings are becoming obsolete or dangerous or required for development, then these buildings will be planned for demolition.

- d) Bringing forward a strategy which gives consideration to the planning and implementation of further site-wide infrastructure to ensure that development plots become fully serviced in preparation for development.
- e) Consideration will be given to identifying meanwhile uses where suitable plots or public realm can accommodate third party activities when not in use for development purposes. Priority is to be given to activities that can generate income or otherwise contribute to the wider development by way of placemaking.
- f) Consolidation of the estate title of the Friargate Masterplan, in particular for those plots being prepared for the next phase of development. This will also make it easier for title due diligence to be provided when the Company is proposing to dispose of land to third parties (either through the grant of leases or freehold disposals).

4. Estate Management

- 4.1. The Masterplan area west of Warwick Road is currently used for surface car parking, which will continue until the land is required for development to generate revenue.
- 4.2. Hoarded Sites - Development plots R01, R02, R04, R06, R07, C07 and C08 are currently hoarded and are not open to public access. There may be an opportunity to utilise these sites for meanwhile uses and revenue generation until developed.
- 4.3. Friargate Boulevard: the Estate Management Company will enter into a service level agreement with Coventry City Council for the maintenance and upkeep of the Boulevard and the public realm areas immediately surrounding the completed buildings (One Friargate, Two Friargate and the indigo Hotel).
- 4.4. Central Six – the Company exercised in the summer of 2025 its option on the parcel of land on the northern edge of the access to Central Six retail park and is now in the process of appointing an agent to manage the site on behalf of the Company. The management of this area will need to be incorporated into the current arrangements. The income received by the Company in relation to Central Six (including but not limited to income from the occupational leases) will be reinvested into the Company and the promotion of activities detailed in this Business Plan.

5. Health and Safety

- 5.1. The Company is committed to ensuring that all development and management activity across the masterplan is compliant with the Construction (Design and Management) Regulations 2015, the Building Regulations, and relevant duties under the Building Safety Act 2022. The JV will therefore continue to maintain an active oversight of site health and safety, both during enabling works and throughout construction, by requiring all contractors to submit and maintain suitable Construction Phase Plans, method statements, and risk assessments prior to commencing work.
- 5.2. Recognising its role as landowner and client under CDM 2015 and the Building Safety Act, the Company will ensure that:

- a) Health and safety duties are coordinated from pre-construction through to handover.
 - b) Designers and contractors are appointed based on demonstrable competence and compliance.
 - c) Key risk areas—such as fire safety, structural integrity, public access, and temporary works—are considered at a masterplan level and not just at building plot level.
- 5.3. Where applicable, the Company will collate site-specific fire strategies and safety management documentation to support continuity, inform future phases, and assist contractors during site set-up and logistics planning. This strategic approach is particularly important given the phased nature of the masterplan, the interface with public areas, and the presence of temporary event infrastructure.
- 5.4. The Company’s health, safety, and regulatory compliance expectations will be reviewed regularly and integrated into project gateway reviews and client briefing documents throughout the life of the Business Plan.
- 5.5. This commitment reflects the Company’s leadership role in promoting a safety-first culture, supporting regulatory compliance, and protecting all those involved in or affected by development activity across Friargate.
6. Marketing & Promotion of the Property
- 6.1. The Company will establish and maintain a Marketing Strategy to ensure that the full potential of the Masterplan as a destination for commercial and residential opportunities is promoted.
- 6.2. The Marketing Strategy will seek to cover the following:
- a) Promoting the destination to the local, national and international property markets by providing support to various trade forum for example, MIPIM, UKREiiF, British Council for Offices and other events within an annual budget.
 - b) The promotion will be targeted at investors and potential occupiers, but will defer to any direct marketing of property on the Estate.
 - c) The promotion will need to be carefully co-ordinated with any inward investment initiatives by Coventry City Council or the West Midlands Combined Authority.
 - d) The project website will be maintained and managed at all times to provide a first point of reference for information with social media links and connections to encourage enquiries and to promote the destination.
 - e) A strategy for a small number of one-off events for placemaking.

f) A strategy for managing and updating the site Hoardings.

g) A strategy for providing support and information to the Estate tenants.

6.3. The Marketing Strategy will be implemented within an annually agreed budget.

Appendix 1
Current Friargate Masterplan Plan



FRIARGATE, COVENTRY
 MASTERPLAN 2
 GENERAL ARRANGEMENT
 MASTERPLAN 2
 612_00_07_002

Allen and Morrison
 Architects
 85 Southpark Street
 London SE1 0JQ
 Tel: 020 7921 0100
 Fax: 020 7921 0101

No.	Date	Description
1	12/11/10	ISSUE FOR PERMIT
2	12/11/10	ISSUE FOR PERMIT
3	12/11/10	ISSUE FOR PERMIT
4	12/11/10	ISSUE FOR PERMIT
5	12/11/10	ISSUE FOR PERMIT
6	12/11/10	ISSUE FOR PERMIT
7	12/11/10	ISSUE FOR PERMIT
8	12/11/10	ISSUE FOR PERMIT
9	12/11/10	ISSUE FOR PERMIT
10	12/11/10	ISSUE FOR PERMIT

Appendix 2

Proposed Amended Friargate Masterplan Plan

key

- residential
- offices
- hotels
- station
- public realm
- bus station
- car park





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

12th March 2026
17th March 2026

Name of Cabinet Member:

Cabinet Member for City Service – Cllr P Hetherton

Director approving submission of the report:

Director of Finance and Resources

Ward(s) affected:

None.

Title:

Sherbourne Recycling Limited Business Plan 2026/27 - update to the Waste Services Agreement and Shareholder agreement.

Is this a key decision?

No.

Executive summary:

Sherbourne Recycling Limited (SRL) was incorporated in February 2021 after the successful completion and contract award for the design and construction of a Material Recycling Facility (MRF) located in Coventry. Coventry City Council and seven other local authorities (North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, Rugby Borough Council, Stratford-on-Avon District Council, Solihull Metropolitan Borough Council, Walsall Council and Warwick District Council) jointly own the company and are customers of the facility since it became operational during 2023.

The purpose of this note is to provide oversight of the business plan for SRL for 2026-27, to provide an update on the Waste Services Agreement in place between Coventry City

Council and SRL and to seek delegated approval, to facilitate changes to the Shareholder Agreement.

These changes will enable the appointment of an independent non-executive Chair to the Board of Directors. Provide future provision for an additional three independent board directors, if and when needed. The appointment of an independent Chair will further enhance the governance of the company, as it embarks on its next phase of business growth and development. This change will also make future provision to bring additional skills into the boardroom where needed.

This change would also look to amend board voting rights from one vote at a Board meeting weighted according to the relevant proportion of shares held to one vote per board member and to include voting rights for the independent Chair and Managing Director.

As a company evolves and matures, it's common for board composition and governance arrangements to be reviewed and developed over time. Shareholder voting rights, Shareholding equity percentages and reserved matters would not change because of this decision.

Recommendations:

The Scrutiny Co-ordination Committee is recommended, following consideration of the corresponding public report to:

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

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

- (1) Consider any comments and/or recommendations from Scrutiny Co-ordination Committee.
- (2) Approve the proposed changes to the Shareholder Agreement as set out in Appendix 1 of the corresponding private report.
- (3) Note the principles of the Business Plan for Sherbourne Recycling Group 2026 –2027 set out within section 2.2.15 to 2.2.23 of this report
- (4) Note the changes to the Waste Services Agreement between Coventry City Council and Sherbourne Recycling as set out in Appendix 2 of the corresponding private report.
- (5) Delegate authority to the Director of City Services, following consultation with the Director of Law and Governance the Cabinet Member for City Services, to undertake any due diligence and thereafter to finalise and implement the necessary variations to the Shareholder Agreement and Waste Supply Agreement for Sherbourne Recycling Ltd and Sherbourne Recycling Trading Ltd.

List of Appendices included:

None.

Background papers:

None

Other useful documents

None

Has it or will it be considered by Scrutiny?

Yes – Scrutiny Co-ordination Committee 12th March 2026

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

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Business Planning Update for 2026-27 for Sherbourne Recycling Limited

1. Context (or background)

- 1.1. SRL was established in 2021, with the construction phase completed during 2023 and became operational in September 2023. SRL is the result of an innovative collaboration between eight local authorities in the West Midlands who invested £65M in the creation of a state-of-the-art MRF, integrating specialist artificial intelligence with optical sorters and robotics to produce high quality recyclate destined for UK markets.
- 1.2. The current board composition is made up from eight nominated Council appointed directors, as well as the Managing Director and Company Secretary. The Council's Director of Digital Services is the Council's nominated Board Director. There are currently no independent non-executive directors on the board.
- 1.3. SRL also has a trading subsidiary; Sherbourne Trading Ltd, whose board currently replicates the Board of the main company.
- 1.4. Under the existing Shareholder Agreement, it does not make provision for an independent chair, non-executive independent chairs or for such directors to be remunerated. The current governance arrangements for the Chair of the Board, is that it rotates every twelve months between Council appointed directors unless otherwise agreed by the Board.
- 1.5. The current Board director voting rights are based on a % weighting to reflect the differing levels of investment made by each shareholding council.
- 1.6. SRL has achieved several initial successes, including securing its first external clients, contributing to national policy discussions, featured on the BBC's One Show and the 'living lab' is attracting work from major fast moving consumer good companies.
- 1.7. In 2025, SRL won three national awards:
 - APSE's national award for best Commercialisation and Entrepreneurship Initiative.
 - Material Recycling World National Recycling Awards for Recycling Facility of the Year and Independent Operator of the Year.

It's industry good practice to review governance arrangements at certain points to ensure they remain effective, fit for purpose and aligned to changing business needs.

2. Options considered and recommended proposal

- 2.1. **Option 1: Not Recommended - Do not approve the changes to the Shareholder Agreement** – This would contravene the external governance review recommendations that have been made and would not represent good governance

for the company. In seeking to change the Shareholder Agreement three options considered by the Board and Shareholders were:

- 2.1.1. **Appointing an independent Chair without voting rights:** The professional advice is not to do that. A Chair of a board would expect to have a vote on decision making matters of the Board. Having a vote will ensue personal investment in SRL and therefore a vested interest in its success.
- 2.1.2. **Not appointing an independent Chair:** The annual rotation of Chair by Council appointed directors is not effective corporate governance, as does not provide the board with continuity of leadership. Council appointed Chair's often lack the additional time commitment needed for this role and there will be more pressure in the short-term with local government re-organisation.
- 2.1.3. **Not having the ability to appoint Independent Non-Executive Directors:** The professional advice is that business evolves and looks to grow it is useful to have the ability to appoint such skills to the Board. The appointment of such Non-Executive Directors will require a Board recommendation to Shareholder Panel for a decision which ensures Shareholders continue to inform the decision-making process.

2.2. **Option 2: Recommended – Approve the changes to the Shareholder Agreement**

- 2.2.1. Changes to the Shareholder Agreement are recommendations from an independent external governance review, which was commissioned by the Board of Directors (with Shareholder support). This review was a commitment within the 2025/26 SRL business plan, as the Board and Shareholders recognised company governance would need to evolve, as the business continues to develop and grow. A summary of these changes is included as Appendix 1 of the corresponding private report.
- 2.2.2. It's often expected that corporate governance arrangements are reviewed at appropriate times. In the case of SRL, it was expected that governance arrangements during the construction phase would need to be reviewed once there had been a period of operational running of the company. It was recognised that what is needed at construction phase and running a business are likely to be different.
- 2.2.3. There are currently two formal governance boards in place for SRL. The SRL Board which oversees and provides direction on the day-to-day management and operational matters of the business. This is represented by Board Directors from each partner organisation – the Coventry representative being the Director of Digital Services.
- 2.2.4. The SRL Shareholder Panel oversees and provides direction on overall strategic and large-scale matters of the business via its Delegations Policy which was approved by Full Council. This is represented by elected member representatives from each of the partner organisations – the Coventry representative being the Cabinet Member for City Services.

- 2.2.5. The proposed change to the Shareholder Agreement will update how voting works at the SRL Board by moving from a system where votes are weighted according to each council's shareholding, to a simpler approach where every board member has one equal vote. This change is needed so that an independent Chair and any future independent non-executive directors can properly carry out their duties as full board members. In practice, this adjustment does not materially alter how the key decisions of the company are made. All significant or strategic matters will still follow the existing shareholder voting rules via the SRL Shareholder panel, where each council's vote remains weighted in line with its ownership share. This means that shareholders retain full control over significant decisions, and the shift to equal board votes only affects day-to-day board governance, not the major reserved matters that determine the direction of the company.
- 2.2.6. It is important to note that the voting rights of Shareholders for reserved matters will not be affected by this change and CCC would continue to retain their % vote weighting as per the original Delegations Policy, as set out in the Shareholders Agreement.
- 2.2.7. All eight shareholding Councils must formally agree to amend the Shareholder Agreement, for the changes to Shareholder Agreement to be implemented. At SRL's November shareholder Panel, there was in principle support for the appointment an independent Chair and the other changes, as set out in this report. Formal decisions are being progressed by all eight shareholders.
- 2.2.8. The voting rights of Shareholders for reserved matters will not be affected by this change and would continue to retain their % vote weighting as per the original Delegations Policy, as set out in the Shareholders Agreement.
- 2.2.9. All eight shareholding Councils must formally agree to amend the Shareholder Agreement, for the changes to Shareholder Agreement to be implemented. At SRL's November shareholder Panel, there was in principle support for the appointment an independent Chair and the other changes, as set out in this report. Formal decisions are being progressed by all eight shareholders.
- 2.2.10. Based on the rationale set out, this is the recommended option.
- 2.2.11. Waste Services agreement update**
- 2.2.12. Each partner organisation has a Waste Service Agreement in place with SRL. The Waste Service Agreement is the formal mechanism that:
- Enables partner councils to send their recyclate to Sherbourne Recycling
 - Ensures SRL can legally and operationally process that material
 - Sets transparent financial terms and risk-sharing arrangements
 - Creates a consistent, collaborative framework across the partner authorities
 - Supports both interim and long-term use of the Coventry MRF as a shared regional asset

2.2.13. The original Waste Services Agreement was established during the build phase of the SRL facility. Since the facility has become operational and more established, a review of the WSA has been undertaken in conjunction with each partner organisation. The changes are summarised below:

- All mention to commissioning payments now removed
- Gate fee simplified to one amount and fixed and variable element removed
- Reconciliation payment included for quarter end reconciliation on actual tonnage
- Rebate – the essence of this is the same in that it is a full pass through of all material revenue / cost of the supplier council's material.
- Contamination uplift – wording not changed but previously in variable cost of gate fee now deducted from rebate.

2.2.14. A summary of changes proposed for the Waste Services Agreement is included as Appendix 2 of the corresponding private report.

2.2.15. Overview of Business Plan for 2026/27

2.2.16. SRL has performed well over the twelve months. Operational performance KPIs are reported regularly to the SRL Board covering areas such as plant availability and throughput (which are steadily improving), inbound and outbound haulage and stock controls and Health & Safety. The plant is able to process all delivered material with only the occasional need to extend operating hours when demand increases or due to maintenance requirements.

2.2.17. The business plan set the aim of achieving and implementing ISO standards 9001 (quality management), 14001 (environmental management) and 45001 (occupational health & safety) which were achieved in March. The business is currently in the process of being recertified.

2.2.18. Sherbourne's high performance and quality standards have been recognised over recent months with the company winning the award for Best Commercialisation and Entrepreneurship Initiative at the Association for Public Service Excellence (APSE) Annual Service Awards 2025 and taking home the awards for Recycling Facility of the Year and Independent Operator of the Year at the MRW National Recycling Awards in November.

2.2.19. The current business plan for Sherbourne Recycling Limited runs from 2025 – 2028.

2.2.20. The Business Plan sets out four main strategic priorities:

a) Operational Excellence

- Continued optimisation of facility performance through maintenance, improved cleaning regimes, and equipment enhancements.
- Targets include increasing plant availability to 85% and reducing residue to below 18%.

- Ongoing work with partners to improve material quality, helping reduce disposal costs and increase rebates.

b) Response to Legislative Change

Government reforms (Simpler Recycling, Extended Producer Responsibility, Deposit Return Scheme, and Emissions Trading Scheme) will significantly change waste composition and service expectations. Sherbourne will:

- Support partners in meeting statutory duties, including TEEP (technically, environmentally and economically practical) assessments and adapting to four-stream collection requirements;
- Assess and plan for the inclusion of cartons, films, and flexibles;
- Engage with national bodies and industry to ensure policy alignment and future readiness.

c) Commercial Growth to Support Council Dividends and Reduce Costs

- Expansion of third-party contracts to make better use of facility capacity.
- Participation in the spot market for some recyclates where financially advantageous.
- Sherbourne Trading will lead commercial initiatives while Sherbourne Recycling maintains core public-sector processing.
- Planning approval to increase operational capacity will enable additional revenue and improve economies of scale.

d) Environmental, Social and Governance Commitments

- Commitment to reducing carbon emissions through improved recycling quality and local reprocessing markets.
- A new Environmental and Social Values Charter will set measurable targets.
- Strengthened workforce development including apprenticeships and local training partnerships.
- Plans to pursue ISO 9001, 14001 and 45001 accreditations and work towards B-Corp status. Certified B Corporations are companies verified by B Lab to meet high standards of social and environmental performance, transparency, and accountability

2.2.21. Progress against the plan is reported to the SRL Shareholder Panel where there are representatives from each partner organisation.

2.2.22. It is important to note that SRL meeting all of its financial obligations to each of the partner organisations in respect of the loan repayments. See 5.1 below

2.2.23. There are strong working relationships between SRL colleagues and operational colleagues. For Coventry this is specifically noted in the collective work being undertaken to address the high contamination rate of recycling being sent to SRL from Coventry.

3. Results of consultation undertaken

3.1. No consultation undertaken.

4. Timetable for implementing this decision

4.1. The business plan and waste service agreement changes are included in this report for noting. Upon the approval of this report, SRL will be notified that the Shareholder has approved the changes to Shareholder Agreement and the changes will be progressed through SRL and CCC legal teams.

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

5.1. Financial Implications

The Council has a waste supply contract with SRL. Payments are made quarterly in advance based on estimated tonnages and adjusted to reflect actuals as necessary.

The annual company plan will include projected dividends subject to company profit levels, which the Board will be asked to authorise. No dividend is forecast in the financial year ending March 2026.

The Council, along with the other shareholders, provided long term loans to finance the construction of the MRF. These loans were in proportion to shareholdings, with the Council providing 21.5%. SRL are up to date with loan repayments at the time of reporting.

5.2. Legal Implication

Sherbourne Recycling Limited ("SRL") is jointly owned by eight local authority shareholders. Under the existing Shareholders' Agreement (SHA), no amendment or variation can be made unless all Shareholders agree unanimously. The proposed governance changes therefore require Coventry City Council's approval as part of this collective decision-making process.

In accordance with the Delegations Policy within the SHA, decisions relating to amendments to the Shareholders' Agreement are classified as Shareholder Reserved Matters and fall within the remit of the Council's Shareholder Committee. Cabinet approval is required to authorise the Shareholder Committee to provide the Council's formal consent to the proposed variations.

If unanimous approval across all Shareholders is not obtained, the current SHA will remain in force and the proposed changes cannot be implemented. The Council must act in accordance with its obligations under company law, the SHA and its internal governance arrangements.

The Council and Sherbourne Recycling Limited ("SRL") are also proposing to vary the existing Waste Supply Agreement between the parties. The same amendments have been shared with all Shareholders to ensure consistency, and the underlying

commercial principles have been agreed between the Council, SRL and the operational leads.

6. Other implications

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

The ongoing forecast reduction in carbon dioxide emissions with Council vehicles not having to travel to alternative facilities, the reduction in the amount of waste due to the production of higher quality output materials and the powering of the facility using low carbon fuel sources will contribute to tackling the causes and consequences of climate change.

The savings on the previous haulage costs to transport waste to for processing and the additional income generated by the sale of recycled materials will help to contribute towards the continued financial sustainability of the Council.

6.2. How is risk being managed?

The Council have provided a shareholder loan to SRL which creates risk due to currency fluctuations, default and interest rate risk. The risk of default is mitigated by regular monitoring of company performance, SRL budgeting for the repayments in their business plan and the security provided by a legal charge over the assets of the company.

SRL have identified risks and mitigations which are specific to the operations of the company in the appended business plan.

6.3. What is the impact on the organisation?

The Council must continue to provide the appropriate staffing resources to manage its equity interest and the commercial loan, seeking external advice where needed. The long-term investment value was assessed by an external valuer as at 31st March 2025. The valuers report included a valuation of the MRF site by a chartered surveyor.

There is also an ongoing time commitment from the CCC Director who sits on the SRL Board and the Cabinet Member for City Services who sits on the SRL Shareholder Panel

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. While the Council does not have control over the operations of SRL and are not involved in day-to-day operations, it does have significant influence. It is important for the Council to consider the PSED in its role as a shareholder. SRL's objectives are to provide a safe place of work for all and to be a good neighbour that positively contributes to the local community and demonstrates strong social and environmental practices. SRL have developed an Equality & Diversity policy and all policies and procedures were reviewed within 6 months of

company incorporation by appointed HR consultancy support. This provides assurance that no specific groups are likely to be negatively impacted by the operations of the company.

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

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

The development and future operation of the MRF is expected to make a positive impact on climate change and the environment. Further details are provided in section 6.1 of this paper as performance in this area is a key reason that SRL contributes towards the One Coventry Plan.

6.6. Implications for partner organisations?

SRL is operated in partnership with seven other local authorities from across the region. Any impact on the Council or the other shareholders as a result of the report is covered in the appended documents.

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