

**Time and Date**

2.00 pm on Tuesday, 24th February, 2026

Place

Council Chamber - Council House

1. **Apologies**
2. **Minutes of the Meeting held on 13 January 2026** (Pages 3 - 16)
3. **Correspondence and Announcements of the Lord Mayor**
4. **Petitions**
5. **Declarations of Interest**

Matters Left for Determination by the City Council/Recommendations for the City Council

It is anticipated that the following matters will be referred as recommendations from the Cabinet. The reports are attached. The relevant recommendations will be circulated separately.

6. **Council Tax Setting Report 2026-27** (Pages 17 - 26)
From the Cabinet, 24 February 2026
7. **Budget Report 2026-27** (Pages 27 - 320)
From the Cabinet, 24 February 2026

Other Matters

8. **Statements (if any)**

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

Monday, 16 February 2026

Note: The person to contact about the agenda and documents for this meeting is Carolyn Sinclair/Suzanne Bennett, Governance Services email: carolyn.sinclair@coventry.gov.uk/suzanne.bennett@coventry.gov.uk

Membership: Councillors F Abbott, S Agboola, N Akhtar, P Akhtar, M Ali, R Bailey (Deputy Chair), L Bigham, J Birdi, J Blundell, R Brown, K Caan, B Christopher, G Duggins, J Gardiner, S Gray, L Harvard, G Hayre, M Heaven, P Hetherington, A Hopkins, J Innes, T Jandu, A Jobbar, S Jobbar, A Kaur, L Kelly, AS Khan, T Khan, R Lakha, R Lancaster (Chair), M Lapsa, J Lepoidevin, G Lewis, G Lloyd, P Male, K Maton, J McNicholas, C Miks, B Mosterman, M Mutton, S Nazir, J O'Boyle, E M Reeves, G Ridley, E Ruane, K Sandhu, T Sawdon, P Seaman, B Singh, R Singh, R Thay, CE Thomas, D Toulson and A Tucker

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Carolyn Sinclair/Suzanne Bennett, Governance Services

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Coventry City Council

Minutes of the Meeting of Council held at 2.00 pm on Tuesday, 13 January 2026

Present:

Members: Councillor R Lancaster (Chair)

Councillor S Agboola	Councillor R Lakha
Councillor N Akhtar	Councillor M Lapsa
Councillor M Ali	Councillor G Lewis
Councillor R Bailey	Councillor G Lloyd
Councillor L Bigham	Councillor P Male
Councillor J Birdi	Councillor K Maton
Councillor J Blundell	Councillor J McNicholas
Councillor R Brown	Councillor B Mosterman
Councillor K Caan	Councillor M Mutton
Councillor B Christopher	Councillor S Nazir
Councillor J Gardiner	Councillor J O'Boyle
Councillor S Gray	Councillor E M Reeves
Councillor L Harvard	Councillor G Ridley
Councillor M Heaven	Councillor K Sandhu
Councillor P Hetherington	Councillor T Sawdon
Councillor A Hopkins	Councillor P Seaman
Councillor J Innes	Councillor B Singh
Councillor T Jandu	Councillor R Singh
Councillor A Jobbar	Councillor R Thay
Councillor S Jobbar	Councillor CE Thomas
Councillor A Kaur	Councillor D Toulson
Councillor L Kelly	
Councillor AS Khan	
Councillor T Khan	

Honorary Alderman: D Chater, K Taylor

Apologies: Councillor F Abbott, P Akhtar, G Duggins, G Hayre, J Lepoidevin, C Miks, E Ruane and A Tucker
Honorary Alderman: J Clifford, H Fitzpatrick and M Hammon

Public Business

66. Minutes of the Meeting held on 2 December 2025

The Minutes of the Meeting held on 2 December 2025 were agreed and signed as a true record.

67. Coventry Good Citizen Award

On behalf of the City Council, the Lord Mayor and Her Honour Judge Montgomery KC, Honorary Recorder, presented Harry Byrne with the Good Citizen Award. His citation read:

“Harry is recognised for outstanding service to young people and the wider community, and for transforming personal adversity into a force for good across our city.

Having faced significant personal challenges, Harry demonstrated extraordinary resilience and an unwavering determination to rebuild his life, transforming adversity into opportunity.

Through his commitment to personal growth and his passion for helping others, he supports young people navigating difficulties across Coventry, using outdoor education and nature-based activities to inspire confidence and hope.

His achievements have been recognised nationally with the King’s Trust Young Achiever Award and the Pride of Britain King’s Trust Young Achiever title in 2025, reflecting the depth of his impact and integrity.

His journey exemplifies courage, leadership, and the power of giving back, making him a true role model for his community and beyond.”

68. **Correspondence and Announcements of the Lord Mayor**

1. Bondi Beach Attack

The Lord Mayor referred to the recent attack on Bondi Beach which tragically killed multiple people and injured many others. The Lord Mayor, on behalf of the City Council, had written to the Mayor of the Local Government area expressing sincere condolences to all those affected and to offer our solidarity at this difficult time.

2. Death of former Councillor and Honorary Alderman John Gazey

The Lord Mayor referred to the recent sad news of the death of Honorary Alderman John Gazey.

John had represented Bablake Ward for a total of 23 years and during his lengthy service he had served on a wide range of Committees. John had also been Lord Mayor of Coventry in 2024-25

On behalf of the Council, a letter of condolence had been sent to John’s family expressing our thoughts and best wishes at this sad time.

3. Death of former Councillor, Gillian Darby

The Lord Mayor referred to the recent sad news of the death of former Councillor, Gillian Darby who had represented Whoberley Ward from 1996-2000. During her time as a Councillor, Gillian served on a number of Committees and had been Chair of the Arts and Culture Policy Team.

In respect of items 2 and 3 above, the Council observed a Minute’s silence as a mark of respect for John and Gillian.

4. New Year's Honours 2026

The Lord Mayor referred to the following people who were linked to Coventry and were recognised in the recent New Years Honors list:

- Rebecca Bollands, Headteacher of Earlsdon Primary School was awarded an MBE for services to Cultural Education in the West Midlands.
- Professor Jacquelyn Dunne, Vice-Chancellor of Birmingham Newman University was awarded an MBE for services to Higher Education.
- Amanda King, Early Years Strategic Lead, Warwickshire County Council and Coventry City Council was awarded an MBE for services to Early Years Education.
- Clare Sawdon JP, DL, Magistrate and Chair of the Coventry and Warwickshire Bench, was awarded an MBE for services to Justice.
- Sandra Crowder, Foster Carer was awarded a BEM for services to Adoption and Foster Care
- Amy and Ryan Jackson, Co-Founders and Operations Manager and Managing Director respectively of The Lily Mae Foundation were awarded a BEM for services to Bereaved Parents.
- Colin Wells, Ambulance Support Volunteer, West Midlands, British Red Cross was awarded a BEM for Voluntary Services.

The Lord Mayor and Members congratulated all recipients on their awards.

69. **Petitions**

RESOLVED that the following petitions be referred to the appropriate Cabinet Member/City Council body/external organisation:

1. **Request for a solution to the ongoing flooding in the walkway between Torrington Avenue and Papenham Green – 31 signatures, presented by Councillor M Lapsa.**
2. **Request to deal with fly tipping in Lower Stoke – 19 signatures, presented by Councillor J McNicholas.**

70. **Declarations of Interest**

Councillor R Bailey declared a disclosable pecuniary interest in the matter referred to in Minute 75 (Debate – Regional Tourist Tax). He withdrew from the meeting during consideration of that item.

71. **Coventry Very Light Rail**

Further to Minute 46 of the Cabinet, the City Council considered a report of the Director of Innovation, on the Coventry Very Light Rail research and development project.

The Coventry Very Light Rail (CVLR) demonstration in the city centre during Summer 2025 was a major success. The mission was to create a tram system that could be installed quickly and at less than half the cost of conventional tram systems: the ground-breaking track was installed in just over eight-weeks and proved that the Council were on target to achieve the target installation cost of circa £10m/km.

The purpose of the report was to seek approval for the construction of an 800m twin track City Centre Demonstrator (CCD) that would operate in a live traffic environment from Coventry Railway Station to Coventry University Technology Park (see Appendix 1 to the report for the route plan). The demonstration phase built on everything learned in the summer and would help to lay the foundations for the first commercial route by:

1. Operating the CVLR vehicle with live traffic – including the installation of an autonomous ready vehicle control system integrated with the city's traffic signal control system.
2. Providing rides for the public and stakeholders to demonstrate how the vehicle has evolved since the On Road Test (ORT) in June 2025 and to take feedback on the system.
3. Demonstrating at scale, using the learnings from the ORT, the speed of installation and affordability of the CVLR track.
4. Expediting the design and delivery process.
5. Utilising learning to inform the business case and design of Coventry's first commercial route and, more widely, to continue to stimulate national and global commercial interest.

Details of the 800m route were set out in the report.

The following amendment was moved by Councillor J Blundell, seconded by Councillor T Sawdon and, in accordance with paragraph 15.1.7 of the Constitution, accepted by Councillor J O'Boyle, thus becoming the substantive Motion:

“That the Recommendations as set out as Item 7 on the agenda relating to Coventry Very Light Rail be amended as follows:

That after the words “Cabinet Member for Jobs, Regeneration and Climate Change” in Recommendations 2, 4, 5, 6 and 7, the following additional words be inserted:

“and the Main Opposition Group Shadow Cabinet Member for Jobs, Regeneration and Climate Change”

The amended Recommendations as set out below were agreed:

RESOLVED that the City Council approves:

- 1) **The installation of the CVLR slab track and a short period of operation, of the City Centre Demonstrator (CCD) from Coventry Railway Station to Coventry University Technology Park in a live traffic environment will follow the release of the next phase of approved funding by the DfT.**
- 2) **To delegate authority to the Director of Innovation, following consultation with the Director of Law and Governance, the Director of Finance and Resources, the Director of Regeneration and Economy, and Cabinet Member for Jobs, Regeneration and Climate Change and the Main Opposition Group Shadow Cabinet Member for Jobs, Regeneration and Climate Change, to operate CVLR in a live traffic environment subject to risks being appropriately mitigated.**
- 3) **To delegate authority to the Director of Innovation to secure the necessary Statutory approvals to construct CCD.**
- 4) **To delegate authority to the Director of Innovation, following consultation with the Director of Law and Governance, the Director of Finance and Resources, the Director of Regeneration and Economy, and Cabinet Member for Jobs, Regeneration and Climate Change and the Main Opposition Group Shadow Cabinet Member for Jobs, Regeneration and Climate Change, to enter into all necessary legal agreements for the CCD.**
- 5) **To delegate authority to the Director of Innovation, following consultation with the Director of Law and Governance, the Director of Finance and Resources, Director of Regeneration and Economy and Cabinet Member for Jobs, Regeneration and Climate Change , and the Main Opposition Group Shadow Cabinet Member for Jobs, Regeneration and Climate Change to agree the award of contract(s) and for the Council to enter into all necessary contracts, including but not limited to constructing and operating the CCD.**
- 6) **To delegate authority to the Director of Innovation, following consultation with the Director of Law and Governance, the Director of Finance and Resources, the Director of Regeneration and Economy, and Cabinet Member for Jobs, Regeneration and Climate Change and the Main Opposition Group Shadow Cabinet Member for Jobs, Regeneration and Climate Change, to enter into the appropriate lease agreements for associated infrastructure required to deliver a modified, enhanced CVLR system and its potential to facilitate the construction of conventional tramways to prove out the advanced slab track capabilities.**
- 7) **To delegate authority to the Director of Innovation, following consultation with the Director of Law and Governance, the Director of Finance and Resources, the Director of Regeneration and Economy, and Cabinet Member for Jobs, Regeneration and Climate Change and the Main Opposition Group Shadow Cabinet Member for Jobs, Regeneration and Climate Change, to, subject to the necessary**

funding being secured, initiate the business case work for a commercial route in Coventry.

72. Brandon Wood Nature Reserve

Further to Minute 54 of Cabinet, the City Council considered a report of the Director of the Director of Regeneration and Economy which sought approval for the in-principal change of use of Brandon Wood Golf Course to a nature reserve and a registered Biodiversity Net Gain habitat bank. Appendices to the report provided: a Site Plan; a Landscape wide plan; and Proposed Interventions.

Coventry City Council had a unique opportunity to repurpose the former Brandon Wood Golf Course as a nature reserve, creating rich habitats to support wildlife and developing a new visitor destination for people to enjoy. The UK was one of the most nature depleted nations in the world, with one in six species at risk of extinction. The Council made a commitment in the Climate Change Strategy (2024-2030) to take action to support nature recovery, and this site presented a significant opportunity to do this at scale. The former golf course is 64ha, which meant it would be able to support a huge variety of habitats through the creation of wetlands, grassland and shrub. A much bigger opportunity was also unlocked as it would join up a number of parcels of land already being managed for nature covering 356ha in total (see plans in Appendix 1-3 to the report). Together this would create the biggest area of land managed for nature anywhere in the West Midlands, and at 6km from the city centre, it would be the closest nature reserve of this scale to a city centre in England.

The golf course was closed to the public in 2020, and a number of options had been assessed to identify the most appropriate future use of the site. The golf course was managed by Coventry Sports Trust, but the site was prone to regular flooding which limited the accessibility of part of the site. It had now been deemed financially unviable to continue as a golf course. In 2024 Defra introduced a new mechanism whereby new developments were required to offset any biodiversity loss through the purchase of 'Biodiversity Net Gain' (BNG) units, which provided a significant new income stream for creating and maintaining areas for nature conservation for 30 years. The business case for the new nature reserve was based on a sustainable finance model whereby up to 304 BNG units were created that would generate income to cover costs of creating and managing the nature reserve, with no Council funding required. Further details on the BNG were set out in the report.

RESOLVED that the City Council:

- 1) Approves the in principal change of use of Brandon Wood Golf Course to a nature reserve and a registered Biodiversity Net Gain habitat bank, including demolition of the former golf club house subject to a formal planning process via Rugby Borough Council to deliver proposed changes to the Site (as shown in Appendix 1 and 3 to the report) and land appropriation within the Council between service areas.**
- 2) Delegates authority to the Director of Regeneration and Economic Development, following consultation with the Director of Property Services and Development, the Director of Finance and Resources (s151**

Officer), the Director of Law and Governance, and the Cabinet Member for Jobs, Regeneration and Climate Change to:

- 2a) Enter into the appropriate legal agreements (including but not limited to a property transaction) and to make necessary variations from time to time between the Council and Warwickshire Wildlife Trust Group for up to thirty years for the Site.
 - 2b) Undertake all necessary due diligence including the investment strategy and subsequent phasing of the project and enter into necessary legal agreements (and make necessary variations from time to time) to maximise Biodiversity Net Gain Units for the whole Site up to £8m.
 - 2c) Enter into appropriate legal agreements to enable the Council to join the Nature Capital Investment Strategy partnership with Warwickshire County Council and Solihull Metropolitan Borough Council, including acceptance of funding to support delivery of BNG on the Site if this becomes available through the partnership, subject to formal governance processes.
 - 2d) Accept up to £2m in the sale of BNG units to deliver the initial phase of delivery of the Site.
 - 2e) Approve the addition of up to £1.4 million for the purposes of delivering the Project (subject to the financial mitigations set out in the financial implications).
- 3) Approves that all Biodiversity Net Gain income from the Site is ringfenced and reinvested in biodiversity and enabling activities.

73. **Question Time**

Councillors N Akhtar, AS Khan, J O'Boyle and P Seaman provided written answers to the questions set out in the Questions Booklet, together with oral responses to supplementary questions at the meeting. The following Members answered oral questions put to them by other Members as set out below, together with supplementary questions on the same matters:

	Questions asked by	Question put to	Subject matter
1	Councillor M Lapsa	Cllr J McNicholas (in the absence of Cllr P Akhtar)	This Council's representations to the consultation on the new Bus on Demand service (formerly Ring & Ride) and the introduction of the new 5-mile radius limit.
2	Councillor G Lewis	Councillor B Singh	West Midlands Pension Fund – steps taken since the submission of a petition regarding divestment.
3	Councillor G Ridley	Councillor AS Khan	Police and Crime Commissioner report on budget shortfall and

			potential cuts.
4	Councillor J Gardiner	Councillor AS Khan	Whether there was a response from this Council to the WMPCC following the banning of Maccabi Tel Aviv fans from the match with Aston Villa in November 2025.
5	Councillor T Jandu	Councillor P Hetheron	Graffiti in the city.
6	Councillor M Lapsa	Councillor P Hetheron	Ongoing yellow line breaches in the Beechtree Avenue area.
7	Councillor J Gardiner	Councillor AS Khan	The recent announcement about increased police funding and the share allocated to Coventry and the wider West Midlands.

74. **Statement**

The Cabinet Member for City Services, Councillor P Hetheron, made a Statement on the recent announcement by the Department for Transport that this Council had been awarded a green rating for its approach to tackling potholes. The rating reflected Coventry's strong performance in road condition, capital investment and best practice.

Councillor M Heaven, on behalf of the Conservative Group, responded to the Statement.

Councillor E Reeves, Leader of the Green and Independent Alliance Group, responded to the Statement.

Councillor M Lapsa, on behalf of the Reform UK Group, responded to the Statement.

The Cabinet Member for City Services made a short reply.

75. **Debate - Regional Tourist Tax**

The following Motion was moved by Councillor G Ridley and seconded by Councillor M Heaven:

"This Council notes the Government's proposal to allow regional mayors to levy a tourist tax and expresses its serious concern regarding the negative impact this could have on Coventry's visitor economy. In particular, the impact on key local assets such as Coombe Abbey Hotel and heritage attractions like St Mary's Guildhall.

This Council resolves to make immediate, strong representations to the West Midlands Combined Authority and His Majesty's Government, firmly opposing the implementation of a tourist tax within the City of Coventry."

The following amendment was moved by Councillor J O'Boyle, seconded by Councillor R Singh and carried:

After the words "This Council notes the Government" delete the remainder of the first paragraph and replace with the following:

1.has launched a consultation on the design of a new Mayoral power to introduce a visitor levy on paid overnight stays in England, and that this is not currently a power for English councils or Mayors.
2. The proposals are for a discretionary levy, with Government explicitly stating that no Mayor would be compelled to introduce it.
3. The Mayor has given no indication that he intends to implement such a power.
4. The Mayor is a member of the Government's Visitor Economy Advisory Council which is a joint industry and government-led board composed of employers, small businesses and representative organisations from across the visitor economy.
5. The consultation proposes that any future levy would require a published prospectus, a formal public consultation including accommodation providers and visitor economy stakeholders and a minimum of twelve months' notice before introduction.
6. Primary legislation would be required before any levy could be introduced, meaning implementation is not imminent and would be 2028 or later, after the next Mayoral election.

This Council further notes that the Conservative Motion mischaracterises these proposals as an immediate "tourist tax" and seeks to manufacture alarm for Coventry businesses without acknowledging the consultation, safeguards, notice period, or the fact that no decision can be taken now.

After the words "This Council resolves to", delete the remainder of the paragraph and replace with the following:

- a) Respond constructively to the Government consultation, setting out Coventry's interests and evidence on impacts, including on major employers and visitor assets such as Coombe Abbey and St Mary's Guildhall, and the conditions necessary to protect competitiveness.
- b) Call on the West Midlands Combined Authority and the Mayor to continue to engage transparently with the hospitality and visitor economy, making clear that any future consultation response will be co-designed with the sector. And focused on improving the visitor experience and the city's attractiveness.
- c) Oppose irresponsible scaremongering that risks damaging Coventry's reputation as a welcoming destination, and instead back a grown-up approach: evidence-led policy, proper consultation, and local democratic accountability.

The amended Motion now to read:

This Council notes that:

1. **The Government has launched a consultation on the design of a new Mayoral power to introduce a visitor levy on paid overnight stays in England, and that this is not currently a power for English councils or Mayors.**
2. **The proposals are for a discretionary levy, with Government explicitly stating that no Mayor would be compelled to introduce it.**
3. **The Mayor has given no indication that he intends to implement such a power.**
4. **The Mayor is a member of the Government’s Visitor Economy Advisory Council which is a joint industry and government-led board composed of employers, small businesses and representative organisations from across the visitor economy.**
5. **The consultation proposes that any future levy would require a published prospectus, a formal public consultation including accommodation providers and visitor economy stakeholders and a minimum of twelve months’ notice before introduction.**
6. **Primary legislation would be required before any levy could be introduced, meaning implementation is not imminent and would be 2028 or later, after the next Mayoral election.**

This Council further notes that the Conservative Motion mischaracterises these proposals as an immediate “tourist tax” and seeks to manufacture alarm for Coventry businesses without acknowledging the consultation, safeguards, notice period, or the fact that no decision can be taken now.

This Council resolves to:

- a) **Respond constructively to the Government consultation, setting out Coventry’s interests and evidence on impacts, including on major employers and visitor assets such as Coombe Abbey and St Mary’s Guildhall, and the conditions necessary to protect competitiveness.**
- b) **Call on the West Midlands Combined Authority and the Mayor to continue to engage transparently with the hospitality and visitor economy, making clear that any future consultation response will be co-designed with the sector. And focused on improving the visitor experience and the city’s attractiveness.**
- c) **Oppose irresponsible scaremongering that risks damaging Coventry’s reputation as a welcoming destination, and instead back a grown-up approach: evidence-led policy, proper consultation, and local democratic accountability.**

RESOLVED that the amended Motion, as set out above in bold, be adopted.

(Note: Councillor R Bailey, having declared a disclosable pecuniary interest in the Minute above, left the meeting for the duration of the item)

76. Debate - Right to Trial by Jury

The following Motion was moved by Councillor J Gardiner and seconded by Councillor M Lapsa:

“This Council values the British constitutional right for Coventry Citizens to be subject to justice as administered by a jury of their peers and calls upon the government to abandon plans to permanently further restrict the right to trial by jury.”

The following amendment was moved by Councillor CE Thomas, seconded by Councillor A Jobbar and carried:

After the words “This Council ” delete the rest of the Motion and replace with the following:

..strongly reaffirms its commitment to access to justice, fairness, and public confidence in the justice system. The Council recognises the historic importance of trial by jury and is clear that serious and complex cases will continue to be heard by a jury. The Council supports the Labour Government’s decisive action to tackle unacceptable court backlogs, speed up justice for victims and defendants, and ensure the justice system works efficiently and fairly. The Council therefore endorses proportionate and evidence-based reforms that protect fundamental rights while strengthening the capacity of the courts to deliver timely justice.”

The Motion now to read:

“This Council strongly reaffirms its commitment to access to justice, fairness, and public confidence in the justice system. The Council recognises the historic importance of trial by jury and is clear that serious and complex cases will continue to be heard by a jury. The Council supports the Labour Government’s decisive action to tackle unacceptable court backlogs, speed up justice for victims and defendants, and ensure the justice system works efficiently and fairly. The Council therefore endorses proportionate and evidence-based reforms that protect fundamental rights while strengthening the capacity of the courts to deliver timely justice.”

RESOLVED that the amended Motion as set out above in bold, be adopted.

77. **Debate - Decisions to Lift the Two-Child Benefit Cap and Reinstate the Winter Fuel Allowance**

The following Motion was moved by Councillor S Agboola and seconded by Councillor P Seaman:

This Council notes.

- The Government’s decision to lift the two-child benefit cap, which will provide fairer support for families and improve outcomes for children across Coventry.
- The reinstatement of the Winter Fuel Allowance, which will offer crucial assistance to older residents and help reduce fuel poverty.

This Council believes:

- These decisions represent an important step towards tackling child poverty, supporting family wellbeing, and protecting vulnerable pensioners.
- Local authorities play a key role in working with government to ensure residents can access the support they are entitled to.

This Council resolves:

- To welcome and endorse the Government's actions as positive measures that will improve the lives of Coventry residents.

RESOLVED that the Motion as set out above be adopted.

78. **Debate - Explore the Adoption of 4-Day Week**

The following Motion was moved by Councillor G Lewis and seconded by Councillor E Reeves:

This council notes:

1. The growing evidence from both public and private sector organizations that suggests that a 4-day working week can deliver significant benefits, including:
 - Improved staff wellbeing and health
 - Enhanced recruitment and retention
 - Maintained or improved productivity and efficiency
 - Reduction of spending on agency staff
2. The example of South Cambridge District Council where core services - including household waste collection, and planning - were maintained or improved, while applications for vacancies rose 120%, staff turnover fell by 40%, resident's services weren't compromised, and annual savings of £370,000 were reported.
3. That Coventry has employed the use of a 4-day week in waste services

This council believes:

1. The recent letter from Labour's Local Government Secretary Steve Reed discouraging councils from adopting 4-day week models is concerning, noting that such a position may limit Coventry's ability to attract and retain skilled staff, reduce agency spend, and position it as a forward thinking employer, thereby impacting the council's reputation.
2. Decisions about the working hours and schedule of Council staff should be made by the council on the basis of the requirements of the job, the services residents receive, and the welfare of our employees.

This council resolves:

1. To explore the possibility of a council wide adoption for a 4-day week model, starting with identifying specific departments who would most benefit
2. Engage with council staff to identify how a 4-day week could be implemented without disrupting services, or reducing resident satisfaction (i.e. staggering schedules)

3. Outline a timeline for any pilot and any subsequent implementation
4. Pilot, monitor and report outcomes - including using metrics of staff wellbeing, productivity, service delivery for residents, reduction of agency costs, recruitment, and retention in any trials which take place
5. To reply to Steve Reed advocating for more flexible and innovative approaches to local government employment practices, identifying successes from other public sector organisations and our own use of a 4-day week schedule.

RESOLVED that the Motion as set out above be not adopted.

(Meeting closed at 5.58 pm)

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**Cabinet
Council**

**24 February 2026
24 February 2026**

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor R Brown

Director Approving Submission of the report:

Director of Finance and Resources (Section 151 Officer)

Wards affected:

All

Title:

Council Tax Setting Report 2026/27

Is this a key decision?

Yes - Council is being recommended to approve the Council Tax levels for 2026/27

Executive Summary:

This report calculates the Council Tax level for 2026/27 and makes appropriate recommendations to the Council, consistent with the Budget Report 2026/27 on the same agenda. The report recommends a 3.9% increase in the City's Council Tax. Some figures and information are necessarily provisional at this stage due to precepts not having been confirmed. These are shaded in grey.

The report incorporates the impact of the Council's gross expenditure and the level of income it will receive through Business Rates, grants, and fees and charges. This results in a Council Tax requirement, as the amount that its expenditure exceeds all other sources of income.

The report includes a calculation of the Band D Council Tax that will be needed to generate this Council Tax requirement, based on the City's approved Council Tax base. The 2026/27 Band D Council Tax that is calculated through this process has increased by £82.98 from the 2025/26 level.

Each year the Government determines the maximum Council Tax increases that local authorities can set without triggering a referendum. For 2026/27, Coventry City Council's Council Tax must be below 5%, as set out in the Secretary of State's principles for 2026/27, comprising a 2% precept for expenditure on adult social care and a maximum of 3% for other expenditure. The recommendations within the Budget Report 2026/27 are based on

a proposed increase in Council Tax of 3.9%, incorporating a core Council Tax rise of 2.9% and a 1% Adult Social Care Precept.

At the time of writing this report the precept from the Police and Crime Commissioner and the precept from the Fire and Rescue Authority have not been confirmed. The provisional figures provided in this report are based on indicative figures. A report, with confirmed final figures, will be presented at the Council meeting on 24 February 2026.

Members should note that the recommendations follow the structure of resolutions drawn up by the Chartered Institute of Public Finance and Accountancy, to ensure that legal requirements are fully adhered to in setting the tax. As a consequence, the wording of the proposed resolutions is necessarily complex.

Recommendations:

That Cabinet recommend to Council the approval of recommendations (1) to (5) below.

Council is recommended:

(1) To note the following Council Tax base amounts for the year 2026/27, as approved by Cabinet on 6 January 2026, in accordance with Regulations made under Section 31B of the Local Government Finance Act 1992 ("the Act"):

a) 91,413.3 being the amount calculated by the Council as its Council Tax base for the year for the whole Council area;

b) Allesley	498.7
Finham	1,587.2
Keresley	744.4

being the amounts calculated by the Council as its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate.

(2) That the following amounts be now calculated by the Council for the year 2026/27 in accordance with Sections 31A, 31B and 34 to 36 of the Act:

(a) £1,035,300,800 being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils (*Gross Expenditure and reserves required to be raised for estimated future expenditure*);

(b) £835,376,768 being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3) of the Act. (*Gross Income including reserves to be used to meet the Gross Expenditure but excluding Council Tax income*);

(c) £199,924,032 being the amount by which the aggregate at (2)(a) above exceeds the aggregate at (2)(b) above, calculated by the Council in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year;

h)

Valuation Band	Parts to which no special item relates	Parish of Allesley	Parish of Finham	Parish of Keresley
	£	£	£	£
A	1,457.60	1,484.43	1,466.63	1,472.32
B	1,700.53	1,731.84	1,711.06	1,717.70
C	1,943.47	1,979.25	1,955.51	1,963.10
D	2,186.40	2,226.65	2,199.94	2,208.48
E	2,672.27	2,721.46	2,688.82	2,699.26
F	3,158.13	3,216.27	3,177.69	3,190.02
G	3,644.00	3,711.08	3,666.57	3,680.80
H	4,372.80	4,453.30	4,399.88	4,416.96

being the amounts given by multiplying the amounts at (2)(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwelling listed in different valuation bands.

(3) To note that for the year 2026/27 the Police and Crime Commissioner for the West Midlands and West Midlands Fire Authority have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Act, for each of the categories of dwelling shown below:

Valuation Band	Police and Crime Commissioner for the West Midlands	West Midlands Fire Authority
	£	£
A	163.00	56.79
B	190.17	66.26
C	217.33	75.72
D	244.50	85.19
E	298.83	104.12
F	353.17	123.05
G	407.50	141.98
H	489.00	170.38

(4) That having calculated the aggregate in each case of the amounts at (2)(h) and (3) above, the Council, in accordance with Sections 30 and 36 of the Act, hereby sets the following amounts as the amounts of Council Tax for the year 2026/27 for each part of its area and for each of the categories of dwellings shown below:

Valuation Band	Parts to which no special item relates	Parish of Allesley	Parish of Finham	Parish of Keresley
	£	£	£	£
A	1,677.39	1,704.22	1,686.42	1,692.11
B	1,956.96	1,988.27	1,967.49	1,974.13
C	2,236.52	2,272.30	2,248.56	2,256.15
D	2,516.09	2,556.34	2,529.63	2,538.17
E	3,075.22	3,124.41	3,091.77	3,102.21
F	3,634.35	3,692.49	3,653.91	3,666.24
G	4,193.48	4,260.56	4,216.05	4,230.28
H	5,032.18	5,112.68	5,059.26	5,076.34

(5) That the Council determines that its relevant basic amount of Council Tax for 2026/27 is not excessive in accordance with the principles set out in the Secretary of State's report, under Sections 52ZC and 52ZD of the Act.

List of Appendices included:

None

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

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

No

Will this report go to Council?

Yes – 24 February 2026

Report title: Council Tax Setting Report 2026/27

1. Context

- 1.1 The purpose of this report is to seek approval for the City's 2026/27 Council Tax. The total planned spending (Gross Expenditure) in 2026/27 will be met in part by grant income, retained business rates, and fees and charges. Any spending that is in excess of these income streams must be met from Council Tax and is referred to as the 'Council Tax Requirement'.
- 1.2 The details of the planned spending for 2026/27 are proposed in the 'Budget Report 2026/27' that is being considered by the Council in conjunction with this Council Tax Setting Report.
- 1.3 The Government has legislated that the rise in Coventry City Council's basic Council Tax must be below 5% in 2026/27 to avoid triggering a referendum, comprising a 2% precept for expenditure on adult social care and maximum 3% for other expenditure. The recommendations within the Budget Report 2026/27 are based on a proposed increase in Council Tax of 3.9%, incorporating a core Council Tax rise of 2.9% and a 1% Adult Social Care Precept.
- 1.4 At the time of writing this report the precept from the Police and Crime Commissioner and the precept from the Fire and Rescue Authority have not been confirmed. A report, with confirmed final figures, will be presented at the Council meeting on the 24 February 2026.

2. Options considered and recommended proposal

- 2.1 The total Band D Council Tax in 2025/26 was £2,413.11. The figures calculated in this report represent a 3.9% increase from the 2025/26 figures for the City's Council Tax, and a 4.3% increase in the total Council Tax bill when Police and Fire elements are included.

Total Council Tax, excluding any element for Parish Precepts, can be broken down as:

	Band D £	Increase from 2025/26 %	Proportion of total bill %
Coventry City Council	2,186.40	3.9	86.9
Police and Crime Commissioner for the West Midlands	244.50	6.5	9.7
West Midlands Fire Authority	85.19	6.2	3.4
Total Council Tax	2,516.09	4.3	100.00

- 2.2 The Band D Council Tax is used by Government as the national comparator. However, for Coventry, this does not reflect the demographics of the area and the make-up of the property mix; Coventry's property base is weighted towards Bands A to C. The average Council Tax bill in Coventry is £1,603.11, after allowing for all discounts and exemptions.
- 2.3 The total or "headline" council tax calculated for each band, for households of 2 or more adults with no reductions, and for households of 1 adult (who receive a 25% discount), is summarised below:

Valuation Band	Value of Property As at April 1991	Proportion of Band D	Chargeable Dwellings		Council Tax	
			No.	%	2 + Adults ¹ £	1 Adult ¹ £
Band A dwellings entitled to Disabled Persons Relief		5/9	181	0.1	1,397.83	1,048.37
A	Up to £40,000	6/9	56,924	39.6	1,677.39	1,258.04
B	£40,001 to £52,000	7/9	43,039	30.0	1,956.96	1,467.72
C	£52,001 to £68,000	8/9	24,296	16.9	2,236.52	1,677.39
D	£68,001 to £88,000	9/9	10,092	7.0	2,516.09	1,887.06
E	£88,001 to £120,000	11/9	4,991	3.5	3,075.22	2,306.41
F	£120,001 to £160,000	13/9	2,438	1.8	3,634.35	2,725.77
G	£160,001 to £320,000	15/9	1,432	1.0	4,193.48	3,145.10
H	Over £320,000	18/9	117	0.1	5,032.18	3,774.13
			143,510	100.0		

¹ These amounts may be subject to penny rounding when the actual bill is produced.

3. Results of consultation undertaken

The proposals in the Pre-Budget Report have been subject to an eight week period of public consultation. The details arising out of this consultation period have been reported in the Budget Report.

4. Timetable for implementing this decision

The proposals in this report take effect for the financial year starting 1 April 2026.

5. Comments from Director of Finance and Resources (Section 151 Officer) and the Director of Law and Governance

5.1 Financial implications

A £1m increase or decrease in either the City Council's 2026/27 Council Tax requirement or Government grant, would lead to a £10.94 increase or decrease in

Band D Council Tax (£6.97 in the average Council Tax per chargeable dwelling). Every £1 added to or removed from the Council Tax level will raise or reduce Council Tax income by £91,413.

5.2 Legal implications

A statutory duty is placed on the Council, as billing authority, to set for each financial year an amount of council tax for different categories of dwellings according to the band in which the dwelling falls. The requirements to calculate and set a Council Tax are set out in the Local Government Finance Act 1992 and are detailed in the report. The Localism Act 2011 made significant changes to this Act, requiring authorities to calculate a Council Tax requirement for the year, not a budget requirement as was previously required. The Local Government Finance Act 2012 made minor changes to the 1992 Act, clarifying the effect of the changes made to the way non-domestic rates income is distributed.

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>

This report calculates the level of Council Tax required to enable a balanced budget to be set for the next financial year, as detailed in the associated Budget Report, on the same agenda. The Budget Report includes the Medium-Term Financial Strategy (as an Appendix), and this details the approach that the Council will take in meeting future financial challenges. As such the Budget Report lays the foundation for ensuring the continued financial sustainability of the Council, which is a key enabling priority of the One Coventry Plan.

6.2 How is risk being managed?

A non-collection rate is built into estimates of Council Tax income. Collection performance is monitored on a regular basis.

6.3 What is the impact on the organisation?

See the Budget Setting 2026/27 Report, Council 24 February 2026.

6.4 Equalities/EIA

No further implications

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

No further implications

6.6 Implications for partner organisations?

No further implications

Report author:

Name and job title:

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Finance and Resources

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Contributor/ approver name	Title	Directorate	Date doc sent out	Date response received or approved
Contributors:				
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Tina Pinks	Corporate Finance Manager	Finance and Resources	3/2/26	11/2/26
Names of approvers: (officers and members)				
Oluremi Aremu	Head of Legal and Procurement Services	Law and Governance	3/2/26	6/2/26
Barry Hastie	Director of Finance and Resources (Section 151 Officer)	-	12/2/26	12/2/26
Councillor R Brown	Cabinet Member for Strategic Finance and Resources	-	12/2/26	12/2/26

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Cabinet
Council

24th February 2026
24th February 2026

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor R Brown

Director Approving Submission of the report:

Director of Finance and Resources (Section 151 Officer)

Ward(s) affected:

All

Title:

Budget Report 2026/27

Is this a key decision?

Yes - The report sets the Council's Revenue Budget for 2026/27, the Medium-Term Financial Strategy 2026/27 to 2028/29, the Capital Programme for 2026/27 to 2030/31, amendments to the Council Tax Support Scheme and the Council's Capital, Treasury Management and Commercial Investment Strategies which is a function reserved to Council.

Executive Summary:

This report follows on from the Pre-Budget Report approved by Cabinet on 16th December 2025 which has since been subject to a period of public consultation. The proposals within this report will now form the basis of the Council's final revenue and capital budget for 2026/27 incorporating the following details:

- Gross budgeted spend of £1,035.3m (£73.5m higher than 2025/26).
- Net budgeted spend of £422.9m (£126.0m higher than 2025/26) funded from Council Tax, Business Rates and Business Rates top-up of £56.5m due to the 2026/27 impact of the Fair funding redistribution.
- A Council Tax Requirement of £199.9m (£10.4m or 6% higher than 2025/26), reflecting a City Council Tax increase of 3.95% detailed in the separate Council Tax Setting report on today's agenda.
- A number of new expenditure pressures, policy investments and technical savings proposals.
- A Capital Strategy including a Capital Programme of £165.9m including expenditure funded by Prudential Borrowing of £33.9m.

- An updated Treasury Management Strategy, Capital Strategy, and a Commercial Investments Strategy.
- Amendments to the Council Tax Support Scheme.

The financial position in this Budget Report is based on the Final 2026/27 Local Government Finance Settlement published on 9th February 2026. This settlement is a result of the implementation of the Fair Funding systems, Council Tax equalisation & Business Rates reset. This settlement includes a multi (three) year settlement which takes us through to the end of the current CSR (comprehensive spending review) period of March 2029.

This 3-year settlement enables a much better medium-term view of the Councils finances from a resource perspective. The Government will reserve the right to review allocations each year, but indicative allocations will allow Councils to plan more effectively. Demographic pressures are still expected to continue to increase as cost-of-living issues continue to affect individuals' experience and expectations of when local authorities and Government will intervene to protect them. The next 3 years will continue therefore to create a very challenging environment in which the City Council will need to ensure Government funding together with local taxation decisions are sufficient to cover existing cost and emerging pressures including inflation.

In response the additional resources received by Coventry in the Final settlement and in conjunction with the consultation responses, final proposals within this Budget Report propose a Council Tax increase of 3.95%. This incorporates a 2.95% Council Tax increase plus a further 1% Adult Social Care (ASC) Precept. The precept is to enable councils including Coventry to manage increases in the costs of care. In total, the rise in Council Tax bills will be the equivalent of around £1.48 a week for a typical Coventry household including the expected rises in the precepts for Police and Fire.

At the point of the pre-budget stage, reported to Cabinet in December 2025, the 26/27 settlement and the impact of the Fair Funding review were not known. However, sector intelligence indicated that the local impact would be positive, such that no new savings proposals would be required for 2026/27, and financial headroom could potentially be available such that some form of policy investment might be possible.

On this basis, Cabinet approved a consultation process which sought views on investment options across 7 key Strategic themes. Proposals within this 26/27 Budget report have been categorised into these themes. Table 2 in section 2.2 to this report summarises the resourcing position, expected pressures and technical savings, together with policy proposals for which approval is sought by Council.

The detail of these proposals is set out in Appendix 2 to the report. The proposals provide the Council with a balanced budget for 2026/27 as well as headroom to make strategic policy decisions that will support and enhance the city in future years. The Council's current medium term bottom line incorporates a combination of future inflationary and service pressures and the fall-out of some specific grant resources. Some of the future pressure and income assumptions are estimated at this stage.

The Council's Medium Term Financial Strategy (MTFS) included as Appendix 1 to the report, sets out the financial planning foundations that support the setting of the Council's revenue and capital budgets, including the policy assumptions and financial management

framework that underpin the strategy. The purpose of the MTFs is to describe the environment within which the Council operates and bring together resource and cost projections to explain how the Council plans to use resources and manage costs pressures whilst focus on its key strategic priorities over the medium term.

The recommended Capital Programme proposals are a key part of the Council's approach and amounts to £165.9m in 2026/27. The proposals reflect the Council's ambitions for the city and include: extensive highways infrastructure works including specific schemes relating to continued delivery of the City Region Sustainable Transport Settlement (CRSTS) programme that include London Road corridor transport packages, the construction and operation of The Coventry Very Light Rail 800m long twin-track 'City Centre Demonstrator (CCD) from the main Coventry Rail Station to the Coventry University Technology Park; the continuation of City Centre Cultural Gateway; continued implementation of the City Centre South redevelopment; and the completion of Woodlands School. Over the next 5 years the Capital Programme is estimated at a total of £437m as part of on-going investment delivered by and through the City Council.

This report also details the annual Treasury Management Strategy, incorporating the Minimum Revenue Provision policy and the Commercial Investment Strategy. These cover the management of the Council's treasury and wider commercial investments, cash balances and borrowing requirements. These strategies and other relevant sections of this report reflect the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management Code and Prudential Code for Capital Finance, as well as statutory guidance on Minimum Revenue Provision (MRP) and Investments.

Recommendations:

That Cabinet recommend to Council the approval of recommendations (1) to (9) below.

Council is recommended to:

- (1) Approve the Medium-Term Financial Strategy in **Appendix 1** to the report, as the basis of its medium-term financial planning process.
- (2) Approve the Budget proposals in **Appendix 2** to the report, after due consideration of the consultation responses set out in **Appendix 7** to the report and the Equality Impact Assessment set out in **Appendix 10 to 31**
- (3) Approve the total gross 2026/27 revenue budget of **£1,035.3m** in **Table 1** of this report and **Appendix 3**, established in line with a 3.9% City Council Tax increase and the Council Tax Requirement recommended in the Council Tax Setting Report considered on today's agenda.
- (4) Note the Director of Finance and Resources (Section 151 Officer) comments confirming the adequacy of reserves and robustness of the budget in **Section 5.1.4 and 5.1.5**.
- (5) Approve the Capital Strategy incorporating the Capital Programme of £165.9m for 2026/27 and the forward commitments arising from this programme totalling £437m between 2026/27 to 2030/31 detailed in **Section 2.3** and **Appendix 4**.

- (6) Approve the addition to the capital programme of a new capital scheme for the delivery of Temporary Accommodation and Resettlement properties at a total cost of £9.2m. Funded from the acceptance of the capital grant of £4.9m from the Ministry of Housing, Communities and Local Government (MHCLG) specifically for the delivery of the Local Authority Housing Fund tranche 4 (LAHF) scheme; £1.2m funded from capital receipts; and £3.1m revenue funding as part of the proposed policy priorities in this report: Increasing family Temporary Accommodation provisions in Appendix 2 (lines 38 and 39) and detailed in **Section 2.3.4**.
- (7) Approve the award of a £2.3m capital grant from the Temporary Accommodation programme (**Recommendation 6**) to a Registered Social Landlord (RSL) to deliver 19 properties for resettlement and delegate authority to the Director of Care, Health and Housing following consultation with the Director of Finance and Resources and the Cabinet Member for Housing and Communities to undertake such action as is deemed necessary to bring into effect this recommendation as referenced in **Section 2.3.4**.
- (8) Approve the Council's Treasury Management Strategy and Minimum Revenue Provision Statement for 2026/27 in **Section 2.4** and the Prudential Indicators and limits described and detailed in **Appendix 6**, the Commercial Investment Strategy for 2026/27 in **Section 2.5** and **Appendix 5** and the Commercial Investment Indicators detailed in **Appendix 6**.
- (9) Approve amendments to the council tax support scheme following the 6-week consultation period, as detailed in **Section 2.6** to this report and **Appendix 9**, and in accordance with The Local Government Finance Act 1992 (as substituted by the 2012 Act).

List of Appendices included:

- Appendix 1 – Medium Term Financial Strategy
- Appendix 2 - Budget Proposals and Financial Position
- Appendix 3 - Summary Revenue Budget
- Appendix 4 - Capital Programme 2026/27 to 2030/31
- Appendix 5 - Commercial Investment Strategy
- Appendix 6 - Prudential and Investment Indicators
- Appendix 7 - Budget Consultation Findings Report
- Appendix 8 - Council Tax Support Scheme Consultation Findings Report
- Appendix 9 – Council Tax Support Scheme amendments - Equality impact assessments
- Appendix 10 – Cumulative equality impact assessments (EIA) 26-27
- Appendix 11 - EIA - Bringing the Tip to You
- Appendix 12 - EIA - Build Your Future (Eco Force Crew)
- Appendix 13 – EIA - New approach to tackle Anti-social behaviour
- Appendix 14 – EIA - Food waste behaviour change
- Appendix 15 – EIA - Enhanced Cleansing services
- Appendix 16 - EIA - Plas Dol-y-Moch Site Refurbishment and Development
- Appendix 17 - EIA - Bridging the GAP from Education to Employment
- Appendix 18 - EIA - Transforming Futures - A Strategic Approach to Tackling NEET
- Appendix 19 - EIA - Increased capacity and new approach to tackle ASB
- Appendix 20 - EIA - Average Speed Enforcement (ASE)
- Appendix 21 - EIA - Godiva Festival and Extended Events Programme
- Appendix 22 - EIA - Free to play facilities improvement scheme (War Memorial Park)
- Appendix 23 - EIA - Community Grow sites

- Appendix 24 - EIA - Care Leaver Council Tax Exception
- Appendix 25 - EIA - Increasing family Temp Accommodation owned by City Council
- Appendix 26 - EIA - Increase 5-6 bed large family Temporary Accommodation
- Appendix 27 - EIA – Support for Foster care Households
- Appendix 28 - EIA - Car park improvement schemes
- Appendix 29 - EIA - Defect Repairs
- Appendix 30 - EIA - Minor Asset Management
- Appendix 31 - EIA - City Centre Red Route Enforcement

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

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

No

Will this report go to Council?

Yes – 24th February 2026

Budget Report 2026/27

1. Context (or background)

- 1.1 This report seeks approval for the 2026/27 Revenue Budget and corresponding Council Tax rise, Medium-Term Financial Strategy, Capital Programme and Strategy, amendments to the Council Tax Support Scheme, Treasury Management Strategy, Commercial Investment Strategy and associated investment and prudential indicators. The report includes detail of the resources included within the 2026/27 3-year Government funding allocation and forecasts of the Council's medium term revenue financial position. The revenue budget proposals in this report follow on from the Pre-Budget Report approved by Cabinet on 16th December 2025 (which set out seven key strategic themes to consult on with regard to potential policy investment). They reflect the outcomes of the Local Government Settlement and consultation responses and have been established in line with the Council's current One Coventry Council Plan and the Medium-Term Financial Strategy.
- 1.2 The Government announced the provisional Local Government settlement under the new Fair Funding Policy on Wednesday 17th December 2025, followed by the final Local Government settlement on 9th February 2026. This is a multiyear settlement covering the 3 years 2026/27 to 2028/29 and provides stability in the medium term. In response to significant lobbying by Local Government, it is now recognised that the previous methodology and much of the data that fed into it was out of date and therefore, the Government committed to the Local Authority Funding Review.
- 1.3 In advance of this, the 2025/26 Local Government Finance Settlement addressed some of the disparity in the previous system with new grants including a one-off Recovery Grant targeted towards areas with greater need and demand for services, and a new Childrens Social Care Prevention Grant as well as additional Social Care Grant. The government have taken this further for 2026/27, updating datasets including population, demographics, house prices and deprivations statistics.
- 1.4 The result of this was a recognition of the significant underfunding of Coventry City Council under the previous funding regime, represented by the higher needs share of distributable resources in the final 2026/27 settlement, and an improved cash allocation. The new funding will be subject to a transitional period across the 3 years of this settlement up to 2028/29.
- 1.5 At the start of the current Budget process the Council faced a budget deficit of £3m for 2026/27. This position was made worse by forecast financial pressures for the year ahead, including those caused by inflation, social care activity and market conditions, and other key services including housing and homelessness. The additional cash allocation announced in the Local Government settlement allows the Council to recognise and manage those known pressures, avoiding the need to make cuts to services, as well provide an opportunity to invest in services.
- 1.6 As part of the pre-budget engagement which was carried out in October 2025, the household survey, and a review of performance of the Council, the following 7 key strategic themes were deemed to be of the greatest priority and benefit for the Communities in the City:

- Keeping people safe - crime, clean, well lit, city centre improvements
 - Anti-social behaviour – fly tipping
 - Local environments – deprived neighbourhoods
 - Protecting vulnerable people – child poverty
 - Good jobs, investment and prosperity – NEET, youth unemployment, education achievement
 - Helping people to manage – bills, energy, to help themselves
 - Roads and pavements – conditions and safety
- 1.7 Since the Pre-budget Report approved by Cabinet on 16th December 2025, the Council have been consulting widely regarding those priority themes and have used the responses to inform the final decisions.
- 1.8 For 2026/27 councils nationally have the flexibility to increase Council Tax by up to 3% with further Adult Social Care (ASC) precept flexibility of 2% without holding a local referendum on the matter. Consideration of the consultation responses and the opportunity to consider investment and support proposals afforded by the Final Local Government Settlement, have resulted in the decision to propose an increase in Council Tax of 3.95% (2.95% Council Tax & 1% ASC precept).
- 1.9 The Council and city have witnessed large and sustained programmes of infrastructure and other capital investment works over recent years. The next phases of this are set out in the Capital Programme in section 2.3 and Appendix 4. A large part of the Programme reflects the Council's continued success in attracting external grant funding into the city, working with the West Midlands Combined Authority to secure resources as part of the Devolution Deal and the City Region Sustainable Transport plan and developing local self-financing projects within the city. The scale and breadth of this programme continue to be large in a historical context. Council has been informed previously of the significant challenge in managing the number and size of complex and overlapping projects within a relatively compact city and tight timescales, although for the most part the Council's capital projects have maintained good momentum. In terms of the wider Capital Programme, it is worth emphasising that the vast majority of the funding to deliver these schemes comes from sources that can only be used in one-off capital schemes and therefore is not available to support the revenue budget.
- 1.10 The overall Council Capital Programme is estimated to be £437m over the next 5 years. The city's aspiration continues to be to spearhead growth, economic development and job creation in the city and greater self-sufficiency for the City Council through the generation of higher tax revenues, wider economic prosperity, and lower deprivation levels amongst citizens. The national economic and political context, including the structure of any future Business Rates Retention model, will play a factor in the degree to which this can be achieved over this period, but the Council will continue to explore a range of options that increase the degree of control that it has over its own financial destiny.
- 1.11 Whilst local authorities have been required to have a treasury management strategy, statutory government guidance (in 2021) has extended these requirements to other commercial investments, including service loans, shares and investment properties. The guidance seeks to ensure that authorities have strong

commercial risk management arrangements and that such investments are proportionate, and relative to the size and financial capacity of the authority. The Council's arrangements in this regard are set out in the Capital Strategy, Commercial Investment Strategy and associated investment and prudential indicators.

1.12 Revenue Resources

1.13 Local Government has been subject to a (needs based) Fair Funding review which will be implemented from April 2026, representing a multi-year settlement (3 years) which takes us to the end of the current comprehensive spending review (CSR) period of March 2029. Following the Fair Funding review most specific grants now form part of a consolidated funding approach which allocated each Local Authority a Relative Need Funding (RNF) share reflecting a variety of data sources which inform need.

1.14 As an authority who has been significantly disadvantaged by the outgoing funding regime, this updated funding basis benefits Coventry, however it is important to recognise that financial benefits of the changes will be implemented gradually over the full 3-year period of the CSR, which means Coventry will not receive the full impact of the needs based review until 2028/29.

1.15 The Council's total revenue expenditure is funded from a combination of resources as set out in the table below:

Table 1: Funding of Revenue Budget

2025/26 £000s		2026/27 £000s	*Change from 25/26 £000s
(189,491)	A: Council Tax Requirement	(199,924)	(10,433)
(129,430)	B: Business Rates Income	(166,398)	(36,968)
22,199	C: Business Rates Tariff / (Top-up)	(56,542)	(78,741)
(548,682)	D: Specific Grants	(473,788)	74,894
(116,451)	E: All Other Income	(138,649)	(22,198)
(296,722)	Funding of NET Budget (A + B + C)	(422,864)	(126,142)
(961,855)	Funding of GROSS Budget (A + B + C + D + E)	(1,035,301)	(73,446)

**Like for like comparison between years is not possible due to the change in funding methodology*

1.15.1 Line A in the table above reflects the combined effect of the city Council Tax increase of 3.95% with the balance reflecting the higher tax-base for 2026/27.

1.15.2 Line B in Table 1 represents the Council's forecast of retained Business Rates income for 2026/27 following the national Business Rates reset implemented alongside the Fair Funding Review. The increase compared with 2025/26 primarily reflects the incorporation of compensation previously paid via specific grants, rather than a material increase in underlying local tax yield.

- 1.15.3 The new Fair Funding system continues to include an element of redistribution, reflecting different councils' relative needs and resources. Under the previous regime, the methodology and data that informed this relative need and the redistribution requirements was out of date and resulted in unfair distribution. The outcome of the previous methodology resulted in a business rates tariff being applied to Coventry in previous years (circa £20m), indicating that the Council was judged by Government to be earning a greater level of Council Tax and retained Business Rates (plus specific grants) than it required for its assessed spending needs.
- 1.15.4 The formula has now been updated which for Coventry, due to the growth in our population, the demographic make-up of its population, updated deprivation indices, and our lower-than-average Council Tax base, the new system, will result in a greater share of resources for the city.
- 1.15.5 Line C in Table 1 represents Coventry's redistribution position within the Business Rates Retention system under the new Fair Funding arrangements. In 2025/26 the Council was subject to a Business Rates tariff of £22.2m, reflecting an assessment that locally retained resources exceeded assessed need. From 2026/27 this position reverses to a Business Rates top-up of £56.5m, representing a net swing of £78.7m between years. This movement does not represent £78.7m of additional spending power for the Council, as a significant proportion reflects the rolling-in of specific grants that were previously paid separately. For Coventry, these rolled-in grants total £56m and therefore account for the majority of the change shown on line C.
- 1.15.6 The Council's medium term financial forecast reflected in Appendix 2 includes the multi-year settlement announced in the Final Local Government Financial Settlement. This shows the cash impact of new resources from the fair funding system being implemented 'transitionally' over 3 years, meaning the full benefit will not be felt by Coventry until 2028/29.
- 1.15.7 Line D represents the specific revenue grants that have remained outside of the fair funding formula. This fell from the 2025/26 level of £549m due the following grants being rolled into the Fair Funding system.
- 1.15.8 A number of grants remain outside of the Fair funding allocation, the vast majority of these are provided by Government with most of this being allocated for specific and ring-fenced purposes. The largest grant allocations are for Dedicated Schools Grant (£242m)¹, Housing Benefit Subsidy (£73m), Better Care Funding (£36m), Public Health (£30m), Children, Families and Youth Grant (£9m), Pupil Premium (£9m), Extended Producer Responsibility (£7m), Crisis and Resilience Fund (£7m).
- 1.15.9 Line E, in addition to other Fees and Charges, includes Council Tax and Business Rates Collection Fund surpluses/deficits, dividend payments and contributions from reserves.

¹ Allocation published December 2025, shown net of estimated recoupment and other deductions

1.16 Each year the Council receives an allocation of Dedicated Schools Grant (DSG) via the Department for Education (DfE). The DSG is divided into four blocks to cover different areas of education.

- Schools Block: Funds the Individual School Budgets (ISB) for mainstream schools
- High Needs Block: Funds provision for children and young people with special educational needs and disabilities (SEND) who require additional resources to participate in education and learning. This block also includes children in alternative provision (AP) who because of exclusion, illness or other reasons cannot receive their education in mainstream or special schools
- Early Years Block: Funds nurseries and early years providers to deliver government funded childcare entitlements for children aged 9 months to 4 years
- Central School Services Block: Provides funding for local authority responsibilities that they hold for all schools (e.g. admissions)

As part of the budget setting process the Council allocates the gross DSG allocation in consultation with Schools Forum. The DfE published in December that Coventry's gross 2026/27 allocation is £503.2m. This figure is before academies recoupment, deductions for national non-domestic rates and deductions for direct funding of high needs places by DfE. The deductions mean the amount of funding received for distribution by the Council will be lower. The table below shows what our 2026/27 allocation will be net of estimated recoupment and other deductions. The DfE will confirm these later in the year.

DSG Block	Gross Allocation (as published Dec 2025)	Estimated Recoupment and Other Deductions	Estimated Net Allocation
	£m	£m	£m
Schools	359.6	(250.0)	109.6
High Needs	81.5	(10.9)	70.6
Early Years	58.8	-	58.8
Central School Services	3.3	-	3.3
Total	503.2	(260.9)	242.3

The DfE have confirmed that the High Needs National Funding Formula has been suspended for 2026/27. Instead, the DfE is basing 2026/27 local authority allocations on their 2025/26 allocations with some adjustments. The adjustments are primarily rolling in of existing supplementary grants into the DSG, so will not provide any additional spending power for local authorities. This will be a challenge as SEND continues to be 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. Due to the significant level of DSG deficits at a national level, the Government has enacted a statutory override ringfencing the DSG position away from Council's until March 2028. Further information on this and recent national policy developments in relation to SEND can be found in the accompanying Medium

Term Financial Strategy. The DfE has announced that they will review the High Needs funding system for future years, to ensure it will properly support a reformed SEND system.

- 1.17 The Council's capital and revenue programmes, including treasury and commercial activities, are managed in parallel through consolidated planning, in year monitoring and year end processes, within the context of the Medium-Term Financial Strategy. The Constitution, including the Financial Procedure Rules, set out thresholds that determine the level at which financial approval is required by officers or the appropriate member forum, up to Council. Central to the approach is the principal that recommendations are supported by appropriate business cases.

2. Options considered and recommended proposal.

2.1 Section Outline

- 2.1.1 This section details the specific proposals recommended for approval within the revenue budget. Section 2.2 below outlines the headlines that contribute to the overall budget. The full list of final proposals is provided in **Appendix 2** to this report. Approval is being sought for these and the overall budget and Council Tax Requirement in **Appendix 3**. These are based on a City Council Tax rise of 3.95% which includes an Adult Social Care Precept of 1%.
- 2.1.2 The report seeks approval for a 2026/27 Capital Programme of £165.9m. The Programme is considered in detail in **Section 2.3** and **Appendix 4**.
- 2.1.3 The report is also required formally to seek Council approval for the Treasury Management Strategy set out in **Section 2.4**, the Commercial Investment Strategy in **Appendix 5** to the report, the Prudential and Investment Indicators detailed in **Appendix 6** to the report and ,amendments to the Council Tax Support Scheme set out in **Section 2.6**.

2.2 Revenue Budget

- 2.2.1 The proposed budget for 2026/27 includes investment proposals and does not include any new requirements for service area savings. A line-by-line impact of how these proposals affect the base budget is given in **Appendix 2** having given due consideration to the consultation responses.
- 2.2.2 The summary is shown in table 2 below and in further detail within **Appendix 2** to the report. These changes enable the Council to deliver a balanced budget for 2026/27 and present the opportunity to consider further sustained investment in Coventry for subsequent years.

Table 2: Summary Budget Position

	2026/27 £m	2027/28 £m	2028/29 £m
Opening Budget Position – Deficit/(Surplus)	3.0	10.6	16.0
Resources	(38.3)	(68.3)	(99.9)
Service & Technical Pressures	35.3	45.9	59.8
Technical Savings	(7.7)	(7.2)	(7.2)
Policy Investments	7.7	6.6	6.9
Final Budget Position – Deficit/(Surplus)	0.0	(12.4)	(24.4)

2.2.3 The additional resources identified for Coventry in the Local Government Finance Settlement have provided the Council with the opportunity to consider the consultation responses for additional policy investments, reflecting on the comments made and priorities highlighted by the >900 residents who completed the survey.

2.2.4 In conjunction with priorities raised by residents within the consultation responses, members have taken the opportunity to propose additional policy investment in these 7 key strategic areas, which will add to, and enhance existing service provision.

	2026/27 £'000	2027/28 £'000	2028/29 £'000
Anti-Social Behaviour including Fly Tipping	2,234	1,589	1,597
Good jobs, investment and prosperity NEET, youth unemployment, education achievement	753	708	339
Helping people to manage* bills, energy, to help themselves	1,805	1,805	1,805
Keeping People Safe crime, clean, well lit, city centre improvements	401	430	430
Local environments & deprived neighbourhoods	940	505	505
Protecting vulnerable people including child poverty	1,924	2,058	2,663
Roads and pavements conditions and safety	1,470	1,320	1,320
	9,527	8,415	8,659

**'Helping People to manage' represents the financial impact of the proposal to limit Council Tax increase at 3.95% which is reflected as a reduction in resources in Table 2 above*

2.3 Capital Strategy and Expenditure Programme

2.3.1 Under the Prudential Code authorities are required to produce a Capital Strategy that covers a broad range of capital related issues including capital expenditure and resourcing; borrowing and liabilities, and their repayment through Minimum Revenue Provision; loan commitments and guarantees; and treasury and commercial investments. These areas are covered either in this section or elsewhere in this report where appropriate (e.g. the Treasury Management Strategy or Commercial Investment Strategy).

2.3.2 In **Appendix 4** there are proposals for a Capital Programme of £165.9m which contains several strategically significant schemes. The 2026/27 Programme shown compares with the current projected 2025/26 programme of £174m. A full 5-year position is detailed in **Appendix 4** with the main planned expenditure as follows:

- Coventry Very Light Rail (CVLR) Programme – following the successful construction and demonstration of the Live Environment Construction Test (LECT) in the city centre during Summer 2025, CVLR now moves onto delivery of the next stage gate following the release of the next phase of approved funding from DfT. This will result in the construction of an 800m twin track City Centre Demonstrator (CCD) that will operate in a live traffic environment from Coventry railway station to Coventry University Technology Park.
- £29.8m of investment in the city's highways and transportation infrastructure. This includes the continued delivery of the CRSTS programme. Specifically works for Coventry South Transport Package improvements focussed on the London Road corridor along with £6.7m Active Travel funding for implementing schemes that support walking, cycling, and other forms of non-motorized transport, promoting healthier lifestyles and reducing environmental impact
- £10.7m for the continued delivery of infrastructure works to prepare the Coventry Airport site for development as part of the proposal for a West Midlands Investment Zone (WMIZ). The sectoral focus for WMIZ will be advanced manufacturing, consistent with the One Coventry Plan ambition to increase the economic prosperity of the city and region.
- £17.5m that will see the ongoing construction for phase 1 of City Centre South progress during 2026-27.
- The ongoing delivery of City Centre Cultural Gateway with a further £20.7m approved funding programmed to complete the scheme.
- Continued investment of £5.7m into the Disabled Facilities Grant programme.
- A £42.8m programme in 2026/27 within the Education and Skills Portfolio, investing in secondary schools' provision under the Education One Strategic Plan including the completion of Woodlands Schools.

- £1.5m has been awarded for the Pride in Place Impact Fund from MHCLG. This funding will focus on delivering visible improvements to high streets and improve places and spaces of community value.
- 2.3.3 The 2026/27 Programme requires £33.9m of funding from Prudential Borrowing, including schemes previously approved for the replacement vehicle programme, the main construction delivery for City Centre Cultural Gateway and the ongoing delivery of the LED Street Lighting upgrade. Over the course of the future 5-year programme set out, the Council is set to incur £73.1m of borrowing. This borrowing has been the subject of previous decisions and is overwhelmingly supported by business cases that have identified income streams to cover the capital financing costs, all of which is factored into the Council's medium term financial plans. In relation to the Council's existing level of borrowing this adds to the Council's external indebtedness, proportionate with an increase in asset values.
- 2.3.4 As part of this Budget Report, approval is sought for a new capital scheme to deliver the fourth round of the Local Authority Housing Fund (LAHF4). This £9.2m scheme relates to the purchase and refurbishment of accommodation to support homeless people and refugees within Coventry. This will increase the Temporary Accommodation capacity held by the Council which reduces the cost the Council incurs compared to other higher cost accommodation options.

The programme will deliver a total of 43 properties over a four-year period. This comprises of 24 properties (including 5 large family properties) for temporary accommodation at a cost of £6.9m and 19 properties for resettlement through an award of a £2.3m capital grant to a Registered Social Landlord (RSL). The RSL will be selected in 2026/27 and will be responsible for providing the remainder of the funding necessary to procure these resettlement properties. The Ministry of Housing, Communities and Local Government (MHCLG) awarded grant funding of £4.9m to support the delivery of this programme. The remaining programme costs funded by £3.1m revenue funding over three years as part of the proposed policy priorities in this report (**see** Appendix 2 (lines 38 and 39) to the report) and supplemented by £1.2m capital receipts funding.

- 2.3.5 In addition to the opportunities to receive additional external funding, the Director of Finance and Resources (Section 151 Officer) will continue to explore options to fund the programme in the most appropriate way depending on the balance of resources, including using capital receipts to reduce the overall need to borrow. In reality, any displacement of borrowing from this source is likely to be at a comparatively low level based on the current level of available uncommitted receipts. In addition to the Prudential Borrowing referred to above, the other main source of funding for the 2026/27 Capital Programme is £323m of Capital grants as follows:

Table 4: Capital Grant Funding

Grant	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	Total £m
Department for Transport	0.1	0.0	0.0	0.0	0.0	0.1
Disabled Facilities Grant	5.7	5.8	5.7	5.5	5.5	28.2
Department for Education	40.1	24.0	13.2	12.6	33.7	123.6
Ministry of Housing, Communities & Local Government	5.3	4.0	2.0	0.7	0.0	12.0
West Midlands Combined Authority	64.5	50.0	14.5	13.1	10.1	152.2
All Other Grants & Contributions	3.4	2.5	1.0	0.0	0.0	6.9
TOTAL PROGRAMME*	119.1	86.3	36.4	31.9	49.3	323.0

**Totals are subject to minor rounding differences.*

2.3.6 The programme is based on an approach to the capitalisation of expenditure set out within the accounting policies section of the Council's Statement of Accounts. This approach is based on proper accounting practices, amended as required by local government capital finance regulations. In broad terms assets are treated as capital where they have a useful life of longer than one year and are not intended for sale during the normal course of business.

2.3.7 **Forecast Capital Expenditure and Resourcing Programme**

The Programme included has been evaluated to identify a likely best profile of spend based on current knowledge of individual projects. In part this is to maximise the amount of programmed expenditure to meet expectations of grant funding bodies but there are also local expectations to inject momentum into the programme to ensure sufficient progress is made. In overall terms, 2026/27 will continue at a relatively higher level of programme spend than witnessed in some recent years that involves a number of complex and overlapping projects. Section 5.1.4 recognises the risks inherent in this. Given the innovation involved in some of the projects, the milestones that need to be achieved to satisfy grant funding bodies and the potential for delay given the interdependency of some schemes, it should be recognised that the profile for some schemes could shift significantly between years, with the potential for expenditure being rescheduled into later periods.

A summary of the proposed programme including existing commitments and funding sources is outlined below. This includes expenditure rescheduled into 2026/27 as a result of the 2025/26 budgetary control process. Full details of the proposed programme are included in **Appendix 4**.

Table 5: 2026/27 – 2030/31 Capital Programme (Expenditure & Funding)

	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Portfolio Expenditure						
Children & Young People	695	5,029	100	100	100	6,024
Education & Skills	42,768	26,113	13,521	12,639	48,334	143,375
Jobs, Regeneration & Climate Change	48,099	37,200	9,288	7,038	4,030	105,655
City Services	41,871	28,683	18,271	11,794	11,976	112,595
Adult Services	5,732	5,797	5,711	5,440	5,511	28,191
Public Health, Sport & Wellbeing	1,834	1,232	35	40	1,525	4,666
Housing & Communities	24,864	6,781	3,482	1,314	0	36,441
TOTAL PROGRAMME	165,863	110,835	50,408	38,365	71,476	436,947
Funding						
Management of Capital Reserve	1,100	2,846	100	100	100	4,246
Capital Receipts	3,892	610	960	638	0	6,100
Prudential Borrowing	33,924	13,039	7,512	2,005	16,605	73,085
Grant	119,088	86,290	36,339	31,913	49,348	322,978
Capital Expenditure from Revenue	4,243	3,881	4,103	2,669	2,669	17,565
Section 106	3,616	4,169	1,394	1,040	2,754	12,973
TOTAL PROGRAMME	165,863	110,835	50,408	38,365	71,476	436,947

2.3.8 Generation of Capital Receipts

The Council reviews the opportunity to generate capital receipts in order to support capital investment and reduce the reliance on Prudential Borrowing to fund spend. Whilst the Council considers all assets in looking to generate receipts, it will seek to do so in particular where these are surplus to operational requirements or yield little or no income. As capital receipts, the proceeds from such disposals can only be used to fund new capital expenditure or repay debt but cannot ordinarily be used to fund revenue expenditure. Based on the review of the potential to generate receipts, the following table sets out the Council's current forecast of capital receipts flows and expenditure commitments, although these are subject to change and future decisions given the nature of activity in this area.

Table 6: Forecast Capital Receipts

	2025/26	2026/27	2027/28	2028/29	2029/30
	£000s	£000s	£000s	£000s	£000s
Forecast (Receipts B/fwd)/Receipts Shortfall	-15,168	-22,904	-36,236	-37,370	-38,282
Forecast/potential New Receipts	-25,343	-17,984	-2,044	-2,172	-1,274
Total Receipts	-40,511	-40,888	-38,280	-39,542	-39,556
Commitments and capital contingency	17,607	4,652	910	1260	928
Receipts Carried Forward (-)	-22,904	-36,236	-37,370	-38,282	-38,618

2.3.9 Guarantees, Loan Commitments and Other Liabilities

The Council's long-term liabilities comprise two main elements; the long-term borrowings set out in the Treasury Management Strategy (section 2.4.3) and the pension fund liability. Whilst the pension fund has now moved to a surplus position of £280m, there remains a liability due to; a) unfunded elements and b) we are required to apply an asset ceiling under accounting standards meaning the surplus is not available for distribution or for us to use. The changes in Appendix 2 reflect a reduction in employer contribution rates which will reduce the surplus in future years.

The Council has made loans to several external partners which are summarised in the Commercial Investment Strategy within Appendix 5 to this report. The total value of loans provided or committed, as at 31st March 2026, is forecast to be £34.6m. Where the Council has committed to make a loan, but has yet to make the advance, for example in making a forward treasury investment or in agreeing a loan facility to be advanced over time, such loan commitments are considered in managing the Council's overall investment exposure.

The Council currently provides a small number of guarantees to third parties, for example in respect of long-term pension liabilities. One benefit of this type of arrangement is that a smaller pension contribution can be secured for the organisations in question, due to the Council's longer term credit strength. Such guarantees can be historic, arising through the Council's past relationships with those organisations. In providing guarantees the Council is accepting risk, and each is reviewed on a case-by-case basis, considering the overall level of risk exposure.

2.3.10 Capital Financing Requirement

Considering the planned programme set out in the Table 5 above, the estimated Capital Financing Requirement (CFR), representing the underlying need to borrow for capital investment purposes, is detailed in the following table below:

Table 7: Capital Financing Requirement (including PFI & Finance Leases)

Forecast CFR Movements	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£m	£m	£m	£m	£m	£m
Opening CFR - 1st April *	522.8	541.3	552.6	540.3	519.9	492.5
Capital Spend met from borrowing	43.7	33.9	13.0	7.5	2.0	16.6
Minimum Revenue Provision *	-22.8	-22.6	-25.3	-27.9	-29.4	-30.2
Other	-2.4	0.0	0.0	0.0	0.0	0.0
Closing CFR - 31st March	541.3	552.6	540.3	519.9	492.5	478.9

Over the 5 years from 1st April 2026, it is forecast that the CFR will increase initially reflecting the level of the borrowing required to meet the capital programme. It will then reduce, recognising a lower borrowing requirement and increasing amounts set aside to repay debt as Minimum Revenue Provision (MRP). Any future decisions to fund capital spending from prudential borrowing would impact the above profile.

2.3.11 Revenue Budget Implications

The revenue cost of the proposed Capital Programme, in the form of interest on debt, plus the amount set aside as MRP to repay debt is known as the total general fund capital financing cost. Although revenue financing costs for the most part are matched by revenue savings on a business case basis. It is forecast that these financing costs will increase from £40.2m in 2026/27 to £42.5m in 2027/28, reflecting the net impact of capital expenditure to be resourced by borrowing. Due to the long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the coming years will extend for up to 50 years, in line with the Council's Minimum MRP policy set out in Section 2.4.4.

2.3.12 The Section 151 Officer considers that the capital strategy, including the capital expenditure programme and resourcing as set out in this report, is prudent, affordable, and sustainable, and that the level of borrowing and commercial investment income is proportionate to the resources available to the Council.

2.4 Treasury Management Strategy Statement 2026/27

2.4.1 Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals. The three main reports are:

- A Treasury Management Strategy (This report) – This provides an outline of how investments and borrowings are to be organised over the next three years. The report includes an investment strategy and a range of Prudential Indicators to measure and manage the Council's exposure to treasury management risks. The Treasury indicators cover the period 2025/26 to

2028/29 (**Appendix 6** to the report) and the capital programme covers the period 2026/27 – 2030/31 (**Appendix 4** to the report).

- A Mid-Year Treasury Management Report – This identifies if any amendment to the Prudential indicators is necessary and states whether the treasury operations are meeting the strategy or whether any policies require revision.
- An Annual Outturn Report – This provides details of the actual performance of the prudential and treasury indicators compared to estimates within the strategy.
- In addition to these reports the Cabinet and the Audit and Procurement Committee receive quarterly updates through budget monitoring reports to update on treasury activity.

The Local Authorities (Capital Finance and Accounting) Regulations 2003, require the approval of a Minimum Revenue Provision (MRP) statement setting out the Council's approach. The proposed approach is set out at Section 2.4.5

2.4.2 **Economic Environment**

Economic background: The most significant impacts on the Authority's treasury management strategy for 2026/27 are expected to include: the influence of the government's 2025 Autumn Budget, lower short-term interest rates alongside higher medium and longer-term rates, slower economic growth, together with ongoing uncertainties around the global economy, stock market sentiment, and geopolitical issues.

The Bank of England's Monetary Policy Committee (MPC) cut the Bank Rate to 3.75% in December 2025, as expected although there had been talk prior to the budget that the reduction could slip into quarter 4. The vote to cut was 5-4, with the minority favouring holding rates at 4.0%. Those members wanting a cut judged that disinflation was established while those preferring to hold Bank Rate argued that inflation risks remained sufficiently material to leave rates untouched at this stage.

Figures from the Office for National Statistics showed that the UK economy expanded by 0.1% in the third quarter of the calendar year, this was unrevised from the initial estimate. The most recent Monetary Policy Report (November) projected modest economic growth, with GDP expected to rise by 0.2% in the final calendar quarter of 2025. Annual growth is forecast to ease from 1.4% before improving again later, reflecting the delayed effects of lower interest rates, looser monetary conditions, stronger global activity, and higher consumer spending. The view of modest economic growth going forward was echoed by the Office for Budget Responsibility in its Economic and fiscal outlook published in line with the Autumn Statement which revised down its estimate of annual real GDP to around 1.5% on average between 2025 and 2030.

CPI inflation was 3.4% in December a slight increase on 3.2% in November 2025, still down from 3.6% in October 2025 but below the 4.0% expected. Looking forward, the MPC continues to expect inflation to fall, to around 3% in calendar Q1

2026, before steadily returning to the 2% Bank of England target by late 2026 or early 2027.

Unemployment is still rising, although at a slower pace, with vacancies continuing to decline and inactivity remaining unchanged. In the three months to October 2025, the unemployment rate increased to 5.1%, higher than the level previously expected by the BoE, while the employment rate slipped to 74.9%. Pay growth for the same period eased modestly, with total earnings (including bonuses) growth at 4.7% and while regular pay was 4.6%.

The US Federal Reserve also continued to cut rates, including reducing the target range for the Federal Funds Rate by 0.25% at its December 2025 meeting, to 3.50%-3.75%, in line with expectations. The minutes of the meeting noted that most Fed policymakers judged that further rate cuts would be likely in 2026 if inflation continues to ease, however they were still divided in their assessment of the risks between inflation and unemployment.

The European Central Bank (ECB) kept its key interest rates unchanged in December for a fourth consecutive month, maintaining the deposit rate at 2.0% and the main refinancing rate at 2.15%. The ECB reiterated that future policy decisions will remain data-dependent, noting that inflation is close to its 2% target and that the euro area economy continues to expand despite a challenging global environment, including heightened geopolitical risks and trade tensions.

Credit outlook: Credit Default Swap (CDS) prices, which spiked in April 2025 following President Trump's 'Liberation Day' tariff announcements, have since trended lower, returning to levels broadly consistent with their 2024 averages. Although CDS prices rose modestly in October, the overall credit outlook remains stable, and credit conditions are expected to remain close to the range seen over the past two years.

While lower interest rates may weigh on banks' profitability, strong capital positions, easing inflation and unemployment, steady economic growth, and reduced borrowing costs for households and businesses all support a favourable outlook for the creditworthiness of institutions on Arlingclose's (the Council's Treasury Management advisor) counterparty list. Arlingclose's advice on approved counterparties and recommended investment durations is kept under continuous review and will continue to reflect prevailing economic and credit conditions.

Arlingclose, currently forecasts that the Bank of England's Monetary Policy Committee will continue to reduce Bank Rate in 2026, reaching around 3.25%. This forecast reflects amendments made following the Autumn Budget and an assessment of the fiscal measures and their market implications, and following the BoE MPC meeting held on 18th December.

Long-term gilt yields, and therefore interest rates payable on long-term borrowing, are expected to remain broadly stable on average, though with continued volatility, and to end the forecast period marginally lower than current levels. Yields are likely to stay higher than in the pre-quantitative tightening era, reflecting ongoing balance sheet reduction and elevated bond issuance. Short-term fluctuations are expected to persist in response to economic data releases and geopolitical developments.

2.4.3 Coventry City Council Position

On 31 March 2026, the Council will hold an estimated £292.8m of borrowing and £37m of treasury investments. This is set out in further detail in the tables below: (figures included at the nominal value of the debt):

Table 1: Estimated Borrowing at 31 March 2026

	31 st March 2025 Actual £m	31 st March 2026 Forecast £m
External long-term borrowing:		
Public Works Loan Board	180.7	180.7
Money Market Loans (Incl. LOBO's)	38.0	28.0
Stock Issue	0.0	0.0
West Midlands Combined Authority	18.0	18.0
Total external long-term borrowing	236.7	226.7
External short-term borrowing	20.0	0.0
Total external long & short-term borrowing	256.7	226.7
Other liabilities:		
Private Finance Initiative	63.5	58.6
Other Liabilities (leases)	8.4	7.5
Transferred Debt (other authorities)	2.4	0.0
Total other liabilities	74.3	66.1
Total gross external debt	331.0	292.8

Table 2: Estimated Treasury Investments at 31 March 2026

	31 March 2025 Actual £m	31 March 2026 Forecast £m
Treasury investments		
The UK Government	0.0	0.0
Local authorities	25.0	0.0
Other government entities	0.0	0.0
Secured investments	0.0	0.0
Banks (unsecured)	0.0	0.0
Building societies (unsecured)	0.0	0.0
Registered providers (unsecured)	0.0	0.0
Money market funds	18.7	7.0
Strategic pooled funds	30.0	30.0
Real estate investment trusts	0.0	0.0
Other investments	0.0	0.0
Total Treasury investments	73.7	37.0

The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing – the use of balances held from sources such as reserves and capital receipts to reduce the amount of external borrowing required by the Council.

2.4.4 **Borrowing**

Objectives: The Councils chief objective when borrowing has been to strike an appropriate LOW risk balance between securing lower interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.

Strategy: The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. Short-term interest rates have fallen over the past year, and are expected to fall a little further, and it is therefore likely to be more cost effective over the medium-term to either use internal resources, or to borrow short-term instead. The risks of this approach will be managed by keeping the Authority's interest rate exposure within the limit set in the treasury management prudential indicators, see below.

By doing so, the Authority can reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal / short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Our treasury advisers will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2026/27 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The Authority has previously raised most of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and if appropriate will investigate the possibility of issuing bonds and similar instruments, to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity to retain access to PWLB loans.

Alternatively, the Authority may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. In addition, the Authority may borrow short-term loans to cover unplanned cash flow shortages.

The PWLB certainty rate for 10-year maturity loans was 5.40% at the beginning of the period and 5.01% towards the end of January 2026. The lowest available 10-year maturity rate was 4.85% (2024/25 4.52%) and the highest was 5.22% (2024/25 5.44%). Rates for 20-year maturity loans ranged from 5.39% - 5.85% (2024/25 5.01% to 5.87%) during the period, and 50-year maturity loans from 5.98% - 6.61%

(2024/25 4.88% to 5.69%). These are still relatively high compared to the recent past.

The cost of short-term borrowing from other local authorities usually increases around March each year. This spiked to around 6.30% in late March 2025 which was down from the same time in March 24 (7%) as expected shorter-term rates revert to a more market-consistent range after year end and have been downward trending from 5.00% - 4.05%.

CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority. PWLB loans are no longer available therefore to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes. The Authority has no plans to borrow to invest primarily for financial return. The borrowing sums have been used as part of the Council's strategy for funding previous years' capital programmes. Although local authorities have scope to borrow in advance of need, i.e. borrowing based on future capital spend. It is proposed that the Council continues with its current practice, which is not to borrow in advance of need, particularly with long term borrowing rates remaining relatively high.

The PWLB is the main, competitively priced, flexible source of loan finance for funding local authority capital investment. As such it can be a significant source of liquidity. With some limited exceptions.

In respect of borrowing more generally, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. The Council may also borrow further short-term loans to cover cash flow shortages.

Sources of borrowing: The approved sources of borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- National Wealth Fund Ltd (formerly UK Infrastructure Bank Ltd)
- any institution approved for investments (see below)
- any bank, building society or insurance company authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except [your local] Local Government Pension Scheme)
- capital market bond investors
- retail investors via a regulated peer-to-peer platform
- special purpose companies created to enable local authority bond issues

Other sources of raising capital finance may be by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative

- sale and leaseback
- similar asset-based finance

LOBOs: The Council held £38m of LOBO (Lender's Option Borrower's Option) loans at 01/04/2025 where the lender had the option to propose a new interest rate at set dates in May 2025, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. Two lenders exercised their option of increasing the rates as detailed in the table below

Lender	Amount	Option date	Old Rate	New Rate
Dexia	£5,000,000	16/05/2025	4.05%	6.38%
FMS	£5,000,000	16/05/2025	4.05%	7.95%

As the increase in rates was significant the Council took the prudent option to repay £10m and have not replaced the borrowing to date as there was no immediate need to do so.

Short-term and variable rate loans: These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The rise in long term interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

Given the capital programme and the increase in the underlying need to borrow represented by the Capital Financing Requirement (see Appendix 6, indicator 4 to the report), the Council may need to borrow in the coming year. Taking account of interest rates, the level of investment balances, the objectives underpinning the Treasury Management Strategy and the forecast borrowing requirement for 2026/27 and future years, the Section 151 Officer will undertake the most appropriate form of borrowing depending on prevailing interest rates at the time.

2.4.5 **Minimum Revenue Provision (MRP)**

Where the Authority funds capital expenditure with debt, they are required to make prudent provision for the repayment of long-term capital programme borrowing through a revenue charge (MRP). The aim of prudent provision is to ensure that the revenue charge broadly reflects the period over which benefit is derived from the capital spend e.g. broadly the life of an asset purchased or built.

MRP is calculated by reference to the capital financing requirement (CFR) which is the total amount of past capital expenditure that has yet to be permanently financed, noting that debt must be repaid and therefore can only be a temporary form of

funding. The CFR is calculated from the Authority's balance sheet in accordance with the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Expenditure in Local Authorities, 2021 edition.

It is proposed that the existing charging policy continues: -

- For capital expenditure incurred before 1st April 2008, the Council will set MRP as a fixed charge of 2% per annum of the relevant element of the Capital Financing Requirement, adjusted for the Adjustment A. Under the existing policy approved by Council on 23rd February 2016, the impact of this change in methodology is to be calculated with effect from 2007/08. In line with the transitional arrangements set out in the Statutory Guidance on Minimum Revenue Provision any amounts calculated will be treated as overpayments of MRP and may therefore be incorporated into future calculations of prudent provision. In total, the amount to be treated as overpayment of MRP is £35,724k to 2015/16.
- From 1st April 2008 for all capital expenditure met from unsupported or prudential borrowing, MRP will be based on the estimated asset life of the assets, using either the annuity or equal instalments calculation method or a depreciation calculation starting in the year after the asset becomes operational.
 - For assets acquired by leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
 - Voluntary revenue provision will not be made, and capital receipts not set aside to repay debt, unless approved in line with the financial procedure rules. Amounts voluntarily set aside as capital receipts and revenue provision in previous years will be treated as overpayments of MRP in line with the Statutory Guidance on Minimum Revenue Provision. In total, the amounts to be treated as overpayments are: £7,847k (voluntary revenue provision to 2015/16) and £28,948k (voluntary capital receipts set aside to 2015/16)
 - Where former operating leases have been brought onto the balance sheet due to the adoption of the IFRS 16 Leases accounting standard, then the MRP charges will be adjusted so that the overall charge for MRP over the life of the lease reflects the value of the right-of-use asset recognised on transition rather than the liability. The total charge to revenue will remain unaffected by the new standard.

The following 2 sections have been added to comply with the amended 2003 regulations (updated in April 2024) which provide local authorities a policy choice as to whether charge MRP with respect to any debt used to finance a capital loan. Further, that capital receipts cannot be used to directly replace, in whole or part, the prudent charge to revenue.

Capital loans

- For capital loans made on or after 7th May 2024 where an expected credit loss is recognised during the year, the MRP charge in respect of the loan will

be no lower than the loss recognised. Where expected credit losses are reversed, for example on the eventual repayment of the loan, this will be treated as an overpayment.

- For capital loans made before 7th May 2024 and for loans where expected credit losses are not applicable, where a shortfall in capital receipts is anticipated, MRP will be charged to cover that shortfall over the remaining life of the assets funded by the loan.

Capital receipts

Proceeds from the sale of capital assets are classed as capital receipts and are typically used to finance new capital expenditure. Where the Authority decides instead to use capital receipts to repay debt and hence reduce the CFR, the calculation of MRP will be adjusted as follows:

- Capital receipts arising on the repayment of principal on capital loans to third parties will be used to lower the MRP charge in respect of the same loans in the year of receipt, if any.
- Capital receipts arising on the repayment of principal on finance lease receivables will be used to lower the MRP charge in respect of the acquisition of the asset subject to the lease in the year of receipt, if any.
- Capital receipts arising from other assets which form an identified part of the Authority's MRP calculations will be used to reduce the MRP charge in respect of the same assets over their remaining useful lives, starting in the year after the receipt is applied.
- Any other capital receipts applied to repay debt will be used to reduce MRP in equal instalments starting in the year after receipt is applied.

2.4.6 Investments

CIPFA revised TM Code defines treasury management investments as those which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances which need to be invested until the cash is required for use business purposes.

The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £73.6m and £144m, although lower levels are expected in the forthcoming year.

The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The detailed objectives for investment that underpin the Treasury Management Strategy are:

Investment to:

- Maintain the capital security of sums invested,
- Maintain adequate liquidity.

- Maximise the revenue benefit by retaining external investments, repaying existing loans and avoiding new borrowing as appropriate given prevailing and forecast interest rates.

The Council's aim when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Strategic Approach: Given the current uncertainty in interest rates and the continued volatility of the financial markets, treasury investments will therefore include both short-term low risk instruments to manage day-to-day flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services. The main investments used by the Council for any surplus cash are short-term unsecured deposits with banks, building societies, local authorities, the government and registered providers, along with Pooled funds such as Collective Investment Schemes and money market funds. This diversification will represent a continuation of the approach adopted in 2025/26.

Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Council's ESG investment policy does not currently include ESG scoring. The Council will where possible, align treasury management practices with its own relevant environmental and climate change policies. The Council will always strive to obtain the best arrangement in line with its investment objectives and due consideration will be given into opening an ESG investment counterparty.

The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the limits shown.

Table 3: Approved counterparties and limits

Sector	Time limit (maximum)	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	2 years	£20m	Unlimited
Secured investments*	25 years	£20m	£20m per group
Banks (unsecured)*	13 months	£10m	£20m per group
Building societies (unsecured)*	13 months	£10m	£20m per group
Registered providers (unsecured)*	5 years	£10m	£20m in total
Money market funds*	n/a	£20m	£100m in total
Strategic pooled funds	n/a	£20m per fund	£50m per manager
Real estate investment trusts	n/a	£20m per fund	£50m in total
Corporates and Other investments*	20 years	£10m	£20m in total

Table 3 (Approved counterparties and limits) must be read in conjunction with the notes below:

* A minimum credit rating limit will apply to the Treasury investments in the sectors marked with an asterisk. Investments will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be considered.

For entities without published credit ratings, investments may be made where external advice indicates the entity to be suitably creditworthy.

The Council will usually invest in counterparty types and for duration as identified by their treasury advisors. However, where terms allow security of deposit and demonstrate a small bail in risk, the Council may invest with 'local' counterparties (such as Coventry Building Society) in accordance with the limits and amounts in the table above.

The time limits indicated above is a maximum limit. Operationally, the Council will act on the most recent recommendations from the Council's treasury management adviser Arlingclose.

Some detail on investment counterparties is outlined below:

- **Government** - Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years. This relates to investments with the Debt Management Office (DMO), Treasury bills and gilts.
- **Secured investments** - Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.
- **Banks and building societies (unsecured)** - Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine

that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

- **Registered providers (unsecured)** - Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England). As providers of public services, they retain the likelihood of receiving government support if needed.
- **Money market funds** - Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure cash is always available.
- **Strategic pooled funds** - Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
- **Real estate investment trusts (REIT)** - Shares in companies that invest mainly in real estate and pay much of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
- **Other investments** - This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.
- **Operational bank accounts** - The Council may incur operational exposures, for example through current accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in.
- **Risk assessment and credit ratings** – Credit ratings are obtained and monitored by the Council's treasury advisors, who will notify changes in ratings as they occur. The credit rating criteria are those determined by the Fitch crediting rating agency. In addition, the Council also has regard to the two other agencies that undertake credit ratings. Standard and Poor's and Moody's, in determining the lowest acceptable credit quality. Where an entity

has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- No new investments will be made
 - Any existing investments that can be recalled or sold at no cost will be
 - Full consideration will be given to the recall or sale of all other investments with the affected counterparty

- **Other information on the security of investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

- When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008, 2020 and 2022, this is not generally reflected in credit ratings but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

- **Investment limits:** The Council has sufficient revenue reserves available to cover investment losses but to minimise risk in the case of a single default, the maximum that will be invested in any one organisation (other than the UK Government) will be £20 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries

Table 4: Additional investment limits

	Cash limit
Any group of pooled funds under the same management	£20m per manager
Negotiable instruments held in a broker's nominee account	£50m per broker
Foreign countries	£20m per country

Liquidity management: The Council uses cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

The Council will spread its liquid cash over at least four providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

2.4.7 **Related Matters**

The CIPFA Code requires Local Authorities to include the following in its treasury management strategy.

- **Financial derivatives (Councils)** - Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be considered when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria.

In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering financial derivatives to ensure that it fully understands the implications.

- **Markets in Financial Instruments Directive** - The Council has retained professional client status with its providers of financial services, including [advisers, banks, brokers and fund managers], allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.

2.4.8 Other option considered

The CIPFA Code does not prescribe a treasury management strategy for local authorities to adopt. The view of the Section 151 Officer is that the above strategy represents an appropriate balance between risk management and cost effectiveness.

2.4.9 Treasury Management Advisors

The Council employs consultants, currently Arlingclose, to provide treasury management advice. A key element of this is the provision of advice on credit risk and the supply of information on credit ratings from the three rating agencies, referred to above. Regular review meetings with the advisors provide a vehicle through which quality is managed. In addition, within the City Council, senior managers within the Finance service meet on a periodic basis to review treasury issues, including the use of advisors. This contract recently went out for tender and has been awarded to another company MUFG, which will begin on 01 April 2026.

2.4.10 Treasury Management Staff Training

The Council's process of performance management, of which competency-based appraisals are central, addresses the training requirements of individuals. Staff with involvement in treasury issues attend events, including training courses, seminars and networking sessions focused on treasury management as appropriate.

2.4.11 The Prudential Code

The current capital finance framework has historically rested on the principle that local authorities can borrow whatever sums they see fit to support their capital programmes, if they are affordable in revenue terms. The framework requires that authorities set and monitor against several Prudential Indicators relating to capital, treasury management and revenue issues. The indicators are explained and shown in Appendix 6 to the report. These indicators reflect the requirements under the Prudential and Treasury Management Codes.

2.5 Commercial Investment Strategy

2.5.1 Commercialisation across local government through investment in property, shares and loans has come under increasing national scrutiny, particularly where such investment is funded through borrowing. A concern is that some authorities have overstretched themselves relative to their capacity to manage the risk. As some authorities have encountered problems with several of their commercial investments there has been an increased focus on the regulatory framework in which authorities operate.

2.5.2 The proposed Commercial Investment Strategy is set out in **Appendix 5** to the report and the associated Commercial Investment Indicators in **Appendix 6** to the report. The Strategy is designed to ensure strong risk management arrangements and that the level of commercial investments is proportionate in the context of the Council's overall finances. It is framed within the context of the Prudential Code for

capital finance, Statutory Government Investment Guidance, and the borrowing requirements of the PWLB.

2.5.3 The Prudential Code and Treasury Management code were last reviewed in 2021 and the latest MRP Guidance (the 5th edition) was issued in 2024, is very much in line with the rules for PWLB borrowing and sets out a new framework in which authorities are to manage commercial investments. The Code classifies investments as being for one of three purposes: *treasury management*, *service delivery or commercial return*, held primarily for financial return.

2.5.4 In respect of investments for **commercial return**:

- The risks should be proportionate to the authority's financial capacity – i.e. that losses are manageable.
- Authorities must not borrow to invest primarily for financial return.
- However, authorities with commercial land and property can invest in maximising its value, including repair, renewal and updating of the properties.
- Financial returns from the investment should be related to the viability of the project or only incidentally to the primary purpose.
- Although authorities are not required to sell commercial investments prior to borrowing, they will need to review options for selling such investments before borrowing, and annually as part of the treasury or investment strategies.

2.5.5 The financial risks that the Council faces through its investment portfolio can be broadly categorised as capital value or income risks, with:

- Capital value risks arising from the possibility of a borrower not being able to repay a loan, resulting in the need to impair or write off the loan at a cost to the Council. In the case of shares or property assets, a fall in value would result in a lower level of capital receipt were the Council to sell those assets.
- Income risks arising from lower levels of dividends, rent or interest income than budgeted for.

2.5.6 The Strategy (**Appendix 5** to the report) is designed to ensure strong risk management arrangements and that the level of commercial investments is proportionate in the context of the Council's overall finances. In summary, the key issues addressed in the strategy are:

- The need to explicitly consider the balance between the security, yield, and liquidity, both at strategic and scheme business case level. The investment guidance focuses on security in terms of the value of the asset invested in, and the ability of the authority to get back any sums invested; yield as the financial return on the investment, either as capital value or income generated, and liquidity as the ability to access liquid or cash funds from the assets when required.
- The setting of indicators to demonstrate the proportionality of the investments to the Council. Investments in commercial assets are proportionate to the size of the Council, with income from such investments representing 6.1% (8.4% in 2025/26) of Net Revenue Stream (Indicator 7) and with an asset value of £458.4m representing 23.2% of the Council's Total assets (Indicator 1).

- Setting processes that ensure that the risk assessment of commercial investments is robust.
- Ensuring that there is clarity about the contribution that the investments make to the authority, both in terms of financial return, but also in service or policy terms.
- The continuation of the policy that the Council will not invest primarily for yield of financial return, in line with both the PWLB borrowing rules and the revised Prudential Code.

2.5.7 The strategy sets out the approach to ensuring that the requirements are met, through a combination of policies, processes, and investment indicators. Specific indicators include exposure limits in 2025/26 for investment in service loans and shares, excluding fluctuations in value. It is proposed that limits of £45m and £55m respectively are set for 2026/27 (Appendices 5 & 6), giving a combined total of £100m, representing a reduction of £15m compared to 2025/26. These limits provide combined headroom of c£14m future loan and share commitments. Revision of these limits would require the approval of Council.

2.5.8 Whilst the Council holds significant commercial assets, including shares, loans, and property many of these assets have been held for several years and are an integral part of the economic infrastructure of the city, reflecting both current and past economic regeneration and development policies. They do not form part of an inventory of assets that are routinely bought and sold as part of a “trading” strategy. The Commercial Investment Strategy together with the Council Medium Term Financial Strategy processes provide the structure within which the Council’s overall commercial risk is managed. This includes a level of reserves which is adequate from the wider risk and resilience perspective.

2.6 Council Tax Support Scheme – amendments

2.6.1 The provision of a Council Tax Support scheme is a statutory requirement and each year the Council is required to review its scheme and to either maintain the scheme or replace it.

2.6.2 The Council’s Council Tax Support (CTS) scheme is being amended to provide additional support for recipients who face unavoidable council tax liability for two homes in the following circumstances:

- They have left their original home through fear of violence, or
- Changes for disabled people are being made in their new home, like a wet bathroom or stairlift
- They have moved and have an unavoidable liability to pay council tax for both their original home and new home

2.6.3 This means that where a person is liable for council tax at their original home, at the same time as being liable at their new home, in the above circumstances they can claim CTS at both addresses for a temporary period, appropriate to the situation.

3. Results of consultation undertaken

The proposals in this report have been subject to public consultation. The Council hosted a survey on its website asking for people's views of the investment themes in the budget proposals and >900 respondents completed a survey. Two sessions were held for residents (one online) as well as a Youth Council session held on 22nd January, to hear about the priorities and provide feedback. Further opportunity to comment was offered to the Chamber of Commerce.

Consultation responses have been considered for both budget proposals and the Council Tax Support scheme amendments and details arising from the consultations, including areas of concern and areas of support, are set out in **Appendix 7** and **Appendix 8** to the report.

4. Timetable for implementing this decision

- 4.1 Most of the individual proposals identified within this report will take effect from 1st April 2026. The proposed profile of these changes is set out in Appendix 2.

5. Comments from the Director of Finance and Resources (Section 151 Officer) and the Director of law and Governance

5.1 Financial Implications

This report is concerned wholly with financial matters. The proposals within this report represent the basis of the Council's 2026/27 revenue and capital budget supported by the Council Tax setting Report that will be considered on the same agenda alongside this report.

5.1.1 Financial implications - Medium Term Position

The Local Government Financial Settlement for 2026/27 provides, for the first time in many years, a multiyear settlement through to 2028/29. This report sets out proposals that will deliver a balanced budget for 2026/27 and indicative positions for the two following years.

- 5.1.2 The Settlement references cash increase in Core Spending Power (CSP) for councils in England of 6.1% in 26/27, 4.3% in 27/28, and 4.4% in 28/29 (cumulatively 15.5%). These assume that Council tax and ASC precept increases are levied at their maximum allowed levels of 3% and 2% respectively. The Fair Funding redistribution will have a positive effect on Coventry's assumed core spending power, such that the Council will receive a 12.1% increase in CSP in 26/27, 9.6% in 27/28, and 8.8% in 28/29 (33.8% cumulatively). As with the national funding position, the local increases assume that Council Tax and ASC are increased by 5% in each year. The reason for the (relatively) large increases year on year reflect the fact that transitional arrangements have been applied to the fair funding review over a 3-year period.

- 5.1.3 The 3-year settlement enables a much better medium-term view of the Councils finances from a resource perspective. The Government will reserve the right to review allocations each year, but indicative allocations will allow Councils to plan

more effectively. Demographic pressures are still expected to continue to increase as cost-of-living issues continue to affect individuals' experience and expectations of when local authorities and Government will intervene to protect them. The next 3 years will continue therefore to create a very challenging environment in which the City Council will need to ensure Government funding together with local taxation decisions are sufficient to cover existing cost and emerging pressures including inflation.

- 5.1.4 Table 1 in section 1.15 of the report sets out indicative allocations provided by the Government in this year's settlement. The cash impacts of the fair funding increases for Coventry, are presented within Appendix 2 (line 3) of this report, together with the 3-year impact of assumed changes to cost pressures and policy recommendations, which present a positive outlook for the medium term, with potential future 'headroom' in 27/28 and 28/29. However, it is a reality that there are many economic factors affecting public sector finances, such that each year will still need to be considered based on prevailing circumstances, such is the volatility in recent years. The cumulative severity of such volatility in recent times have caused some Local Authorities to be unable to afford the cost of providing services, such that prudence and financial discipline will continue to be paramount to ensure medium term sustainability and protect reserves.

The view of the Director of Finance and Resources (Section 151 Officer) is that the Council remains in a strong position to meet the financial challenges that it is likely to face. This view is based on a combination of a consideration expectations of the trajectory of future funding settlements, the Council's strong reserves position, its focus on income generating commercial activities and its plans to streamline and better align its activities with its policy priorities through its One Coventry Plan approach.

5.1.5 Financial Implications – Reserves

The Local Government Act 2003 requires the chief financial officer to give assurance on the adequacy of reserves of the Authority for which the budget provides. The final position of reserve balances carried forward into 2026/27 will not be known until finalisation of the 2025/26 accounts and reserve levels will be reviewed at that time. The total revenue reserve balances available to the Council at the end of 2024/25 stood at £119m. Other reserve balances set aside to fund capital schemes stood at £48m and balances owned by the Council's local authority-maintained schools and outside the Council's control, stood at £40m at 31st March 2025. Explanations for the key balances were set out in the Council's Financial Outturn Report considered by Cabinet in July 2025. The level of balances is set out in the table below.

Table 12: 2024/25 Reserve Balances

	1st Apr 2024 £000	(Increase)/ Decrease £000	31st Mar 2025 £000
<u>Council Revenue Reserves</u>			
General Fund Balance	(10,277)	0	(10,277)
Adult Social Care	(20,551)	5,802	(14,749)
Financial Risk Contingency	(11,472)	(1,796)	(13,268)
Commercial, Reset & Innovation	(12,203)	0	(12,203)
Business Rates Income Reserve	(5,026)	(4,163)	(9,189)
Early Retirement and Voluntary Redundancy	(7,242)	0	(7,242)
Management of Capital	(5,803)	(562)	(6,365)
Public Health	(4,026)	(530)	(4,556)
Private Finance Initiatives	(5,301)	1,164	(4,137)
Refugee Resettlement Programme	(2,866)	(752)	(3,618)
Air Quality Early Measures	(2,375)	209	(2,166)
Homes for Ukraine	(1,275)	78	(1,197)
Insurance Fund	(923)	143	(780)
Other Directorate	(19,775)	(1,642)	(21,417)
Other Corporate	(8,580)	346	(8,234)
Total Council Revenue Reserves	(117,695)	(1,703)	(119,398)
<u>Council Capital Reserves</u>			
Useable Capital Receipts Reserve	(11,733)	(3,434)	(15,167)
Capital Grant Unapplied Account	(40,737)	8,131	(32,606)
Total Council Capital Reserves	(52,470)	4,697	(47,773)
<u>School Reserves</u>			
Schools (specific to individual schools)	(23,993)	97	(23,896)
Schools (related to expenditure retained centrally)	(14,205)	(1,925)	(16,130)
Total Schools Reserves	(38,198)	(1,828)	(40,026)
Total Reserves	(208,363)	1,166	(207,197)

The large majority of the balances above are held for a clear identifiable purpose and have existing planned expenditure commitments against them or are held to protect the Council manage unforeseen risks, potential or known insurance claims or Business Rate volatility. Schools' reserves are set aside exclusively for the purpose of supporting schools' expenditure and capital reserves are set aside to support capital expenditure. Local authority reserves must also be viewed in the context of the risks that are faced, set out below, in section 5.1.7. For these reasons it is not appropriate to apply reserves on a regular basis to support the revenue position. The proposed revenue budget does not include any material reserve contributions to support the overall revenue position although some specific reserve balances will be applied within services to support time-limited projects or expenditure.

Given the consideration of risk within the Commercial Investment Strategy, it is proposed that the level of reserves set aside to take account of the Council's risk profile will be considered as part of the Council's outturn position.

The most recently published CIPFA Resilience Index (based on 2023/24) contained results indicating that the Council's overall level of reserves placed it in the middle of the pack compared to similar authorities although the Council's ratio of unallocated reserves to revenue expenditure placed it in the highest risk quartile, this is subject to how authorities classify their reserves as unallocated, and is not a significant concern given the healthy level of other balances.

Taking all this into account, it is the view of the Director of Finance and Resources (Section 151 Officer) that overall levels are adequate to support the recommended budget for 2026/27. This judgement is based on the following:

- i) The Council is adequately provided for in terms of its reserves compared to its overall level of budget and better provided for than some other similar authorities.
- ii) The level of reserves is sufficient to support contributions to 2026/27 directorate-based budgets (including schools) and corporate commitments both for capital and revenue purposes.
- iii) The level of uncommitted General Fund Reserves provides a sufficient level of short-term resource to meet any other unforeseen eventualities (within reasonable limits of assessed risk) balanced against pressures to not hold an excessive level of reserve balances.

The Council's policy on reserve usage is set out in the Medium-Term Financial Strategy, Appendix 1 to this report. The overriding aim is to ensure that reserve usage is focused on delivery of the Council's corporate priorities, recognising that reserves can only be used once and that they should not be used to support on-going expenditure. These balances are reported and scrutinised regularly.

5.1.6 Financial Implications – Assurance on the Robustness of the Estimates

Under the terms of the Local Government Act 2003, the chief financial officer is required to give assurance on the robustness of the estimates included in the budget. In the view of the Director of Finance and Resources (Section 151 Officer) the budget being recommended to the City Council is supported by robust estimates of income and expenditure. This judgement is based on the following:

- i) The budget has been set within the guidelines of the authority's Medium Term Financial Strategy, Appendix 1 to this report, that sets out the broad policies and assumptions that lie behind the Council's medium term financial planning process.
- ii) There is a medium-term financial plan in place that sets out the known changes to the current budget over three years incorporating the concept of strictly controlled directorate budgets, known policy changes and best estimates of the impact of inflationary pressures and expectations of resources.
- iii) The authority operates an integrated medium-term policy and financial planning process that incorporates a comprehensive and detailed

- assessment of the new policy and technical changes that will affect the proposed budget and the medium-term budgetary position of the authority.
- iv) Individual services working to strict budgets, prepare detailed budgets that are the financial representation of the authority's statutory duties and corporate service objectives for the coming year.
 - v) The authority's individual services have been involved in the make-up of the information included in the policy and financial planning process through the Leadership Board.
 - vi) As discussed above, the Authority's level of reserve balances is sufficient to meet other unforeseen eventualities, within reasonable limits of assessed risk that may potentially need to be met by the authority.

The authority's political groups were provided with information on the policy investment themes that formed the Pre-Budget consultation, and financial planning projections to enable them to participate in the final budget setting decisions.

5.1.7 Financial Implications - Budget Risks

In setting the budget and implementing the policies that sit behind it, the Council inevitably carries some risk. The major financial risks are set out below and will be managed through existing processes, including in year financial monitoring.

Overall Risks - In considering the Council's corporate objectives in the context of its financial position, resources have been allocated to meet corporate priorities. In these circumstances there are inherent risks that new resources are not used effectively to deliver corporate objectives, and that on-going spending and income is not controlled to delegated budgets. Operational management arrangements and quarterly monitoring reports in compliance with the Council's budgetary control rules will address this issue specifically.

5.1.7.1 Children's Social Care Services – Variability in overall demand alongside steep inflationary increases in the cost of individual homes for children in care continues to cause a volatile budgetary position within Children's Services. This budget is designed to reflect a reasonable forecast of the anticipated cost of ensuring safe and secure care for children within the city, but it should be recognised that this will continue to be an area where the potential exists for further budgetary pressure through 2026/27. Within this environment, it remains important for work to continue to provide this care in the most cost-effective manner as possible and management is committed to identifying and implementing the appropriate mechanisms to do that.

5.1.7.2 Adult Social Care – Adult Social Care services continue to operate within a dynamic environment with cost pressures driven by a number of factors which are primarily influenced by the level of need that people present with and how those needs change and develop over time. As well as the care and support needs of individuals, demand for services, and therefore the cost of Adult Social Care is also influenced by demand from the health system (including hospital discharge and contributions towards joint funded packages of care), people's own ability to contribute/pay for social care, people's pre-existing support networks including the presence of unpaid carers, and of course demographic changes including life expectancy. The impact of national changes to the care market, such as National

Living Wage uplifts and price increases driven by inflation further impact on future costs and can only be best estimates at this point in time. Although inflation levels are beginning to slow, costs are still increasing faster than the national 2% inflation target and are expected to remain above target for at least the next year, adding further strain to a market already heavily under pressure. This area of activity is naturally difficult to predict, and the Council needs to continue to ensure an appropriate balance between the budget available and the level of activity.

5.1.7.3 Housing and Homelessness - During 2025/26 Coventry has continued to feel the impact of the rise in demand for housing and homelessness services that was felt nationally in 2023/24 and persisted through 2024/25. The number of households seeking assistance has shown no meaningful reduction and system pressures remain significant. There are several drivers that have contributed to this including the ongoing cost of living challenges, a highly competitive private rented sector, and the continued shortage of affordable social housing. Despite this the Council has seen a 6.7% reduction in the number of households accommodated in temporary accommodation during 2025/26, reflecting the continued impact of Coventry's targeted Temporary Accommodation reduction plan and the strengthened focus on temporary accommodation move on and prevention. While pressures on the system remain, these improvements demonstrate encouraging progress to continue during 2026/27. The Council will need to continue to monitor emerging trends in this area to ensure approach remains responsive and cost-effective. This will be particularly important as the new Homelessness Prevention Team is established and as the implications of the recently published cross-Government homelessness strategy 'National Plan to End Homelessness' become clearer.

5.1.7.4 Projects, Commercial Activity and External Companies – The Council is involved in or investigating a range of major projects, commercial activities, and interventions. These include potential major reputational and financial risk from the activities and commercial performance of each venture. These include, but are not restricted the following projects:

- Continued development of the City Centre South project, working with a major development partner to regenerate a large area of the city centre.
- Ongoing work to re-purpose the former IKEA building via the City Centre Cultural Gateway project.
- Following completion of Two Friargate and Hotel Indigo at Friargate Business District there remains an intention to continue to build out the Friargate Business District, funded from recycled income from Two Friargate in due course.
- Ongoing work together with E.on, as the city's Strategic Energy Partner to develop ideas and projects to reduce carbon and benefit Coventry's residents.
- Continued delivery of infrastructure works at Greenpower Park, within the West Midlands Investment Zone.
- Financial arrangements made on commercial terms to help support local organisations and the Council's arm's length companies.

These projects are subject to a range of ownership and company structure arrangements, which involve complex legal and financial transactions, a risk that commercial pay-back targets (for instance to finance prudential borrowing decisions) are not achieved and a wider risk that projects do not deliver their

fundamental purpose (where this is different to specific financial targets). In making decisions to pursue these projects the Council is clear that its involvement is consistent with its overarching objectives. In addition, the Council undertakes significant due diligence and ensures that self-funding business cases support any expenditure to keep the Council's financial costs (and risk) to a minimum. Nevertheless, it must be recognised that their future financial performance will always be subject to a degree of risk.

Decisions that have been taken in prior years, or that are imminent have required a level of support due in part to respond to prevailing economic factors such as the cost-of-living crisis and the difficult trading & inflationary conditions affecting many sectors of the economy and key delivery partners. This has extended the level of involvement beyond what might have historically been considered normal. Although each of these increases the risk profile for the Council, they are (both collectively and individually) relatively modest compared to the Council's overall activity levels and do not threaten the Council's financial resilience.

5.1.7.5 Major Infrastructure Projects – The Council is involved in several major infrastructure projects around the city that give it some exposure to a degree of financial and reputational risk. These include but are not limited to delivering the CRSTS programme that includes transport packages of work on the London Road corridor, plans to develop a Very Light Rail solution across the city and Active Travel schemes to support walking, cycling, and other forms of non-motorized transport. These projects all carry different balances of risk including project overrun, over-spending, funding gaps and reputational damage from any of these and other factors. The Council is clear that its involvement in these projects is vital to help regenerate the city and make Coventry a better place to live, work and do business in. Overwhelmingly, these arrangements are externally funded or have self-funding business cases that keep the Council's financial costs to a minimum. Any decisions to move away from this base position would need to be made on a case-by-case basis within the Council's existing resource constraints.

5.1.7.6 Local Government Finance Settlement – The 3-year settlement enables a much better medium-term view of the Councils finances from a resource perspective. Although indicative allocations will allow Councils to plan more effectively, the Government will reserve the right to review allocations each year.

The reality is that there are many economic factors affecting public sector finances, such that each year will still need to be considered based on prevailing circumstances, such is the volatility in recent years. The next 3 years will continue therefore to create a very challenging environment in which the City Council will need to ensure Government funding together with local taxation decisions are sufficient to cover existing cost and emerging pressures including inflation.

5.1.7.7 Equal Pay Claims - A revenue financial risk exists for the Council in respect of Equal Pay Claims. A number of claims have been received from employees which, if successful, would result in a one-off revenue cost to the Council. The Council is robustly defending the claims, so to date there is no reliable assessment of the likely success, or the financial cost if claims do eventually prove to be valid. The matter is subject to complex and protracted legal proceedings, and negotiations between relevant parties. Given the uncertainty around whether a financial obligation exists,

or therefore the value of any obligation, we are not at this point able to make any accurate financial assumptions in the medium-term financial strategy.

5.2 **Legal implications**

Budget Policy Proposals

The proposals in this report are designed to meet the Council's statutory obligations in relation to setting a balanced 2026/27 budget by mid-March 2026. This includes the duty to report to the Council on the robustness of the estimates provided and the adequacy of the financial reserves in place. Section 31A of the Local Government Finance Act 1992 and Section 25 of the Local Government Act 2003 refer.

The Council's prospective expenditure must not be likely to exceed its resources available to meet that expenditure and the proposals set out in this report meet this obligation. Any amending or substituted proposals must also achieve a balanced budget.

It should also be stated that Members are subject to the Council's duty to set a balanced budget, and at common law owe a fiduciary duty to taxpayers to do so. Members must receive and consider the advice of officers, particularly the section 151 officer, when considering and deciding the Council's budget.

Council Tax Support Scheme

The Council Tax Support Schemes (Amendment) (England) Regulations 2017 states the date for the scheme to be approved is 11 March before the start of each financial year to which the scheme applies.

Under the Local Government Finance Act 1992, as amended by the Local Government Finance Act 2012, ("the Act") every billing authority in England is required to make a Council Tax Support Scheme (CTS).

Each financial year every billing authority in England is required to consider whether to revise or replace its CTS. The Act imposes certain procedural requirements which must be satisfied before a billing authority can make any revisions, including a requirement to consult persons who are likely to have an interest in the operation of their CTS.

As the decision makers, members must have due regard to the Council's equalities duties when setting the budget and considering the amendments to the CTS.

6. **Other implications**

6.1 **How will this contribute to achievement of the One Coventry Plan?** **<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>**

The recommendations made in this report will enable a balanced budget to be set for the next financial year and the Medium-Term Financial Strategy (included as Appendix 1 to the report) details the approach that the Council will take in meeting

future strategic priorities. As such this report lays the foundation for ensuring the continued financial sustainability of the Council, which is a key enabling priority of the One Coventry Plan.

6.2 How is risk being managed?

The inability to deliver a balanced budget is one of the Council's key corporate risks. The proposals within this report are aimed directly at trying to mitigate this risk. The other key financial risks are identified in section 5.1 of the report.

6.3 What is the impact on the organisation?

There are no new savings proposals included within the Budget Setting plans for 2026/27. The approach to setting the budget for 2026/27 has sought to deliver services more efficiently and effectively and focus on investment in the 7 key strategic themes to deliver positive impacts for residents and partners. Implementation of the One Coventry Plan, continued delivery of complex Capital Programme schemes and the adoption of commercially based projects ensure that the Council can continue to adapt and transform to respond to financial challenges.

6.4 Equalities / EIA

A cumulative impact assessment of all the policy investment proposals contained in this year's budget report has been produced and can be found in Appendix 10 to the report. This cumulative assessment has been produced using data from individual equality impact assessments (EIAs) completed by service areas on the policy proposals, which have been updated to reflect feedback received during the public consultation. These EIAs which are set out in **Appendix 11** to **Appendix 31** will be kept under review and further updated as necessary over the coming weeks and months as the proposals are implemented operationally.

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

The Council's One Coventry Plan identifies climate change as a key priority. These priorities have been a constant consideration by elected members and officers throughout the process to deliver a balanced budget for 2026/27. The Council remains focused on its Climate Change Strategy to support the commitment it has made to respond to the climate change agenda and as such, many initiatives in the Capital Programme reflect this ambition, including schemes such as Coventry Very Light Rail, Green travel alternatives such as cycling infrastructure, air quality and transport solutions, all of which are all designed to have positive impacts on the environment.

6.6 Implications for partner organisations?

The options contained within this budget report include potential impact on some of the Council's partner organisations. We will engage with key partners on these matters as appropriate.

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COVENTRY CITY COUNCIL MEDIUM TERM FINANCIAL STRATEGY 2026-2029

1. EXECUTIVE SUMMARY

- 1.1 This Medium-Term Financial Strategy (MTFS) sets out the financial planning foundations that support the setting of the Council's revenue and capital budgets, including the policy assumptions and financial management framework that underpin the strategy. The Strategy is consistent with the 2026/27 Budget Setting Report to which this Strategy is appended. The purpose of the MTFS is to describe the environment within which the Council operates and bring together resource and cost projections to explain how the Council plans to address any funding gaps, whilst retaining focus on the strategic priorities.
- 1.2 An introduction and the policy framework provided by the existing One Coventry Plan is provided in **Section 2**. This sets out how the Council continue to focus on increasing the economic prosperity of the city and region, improving outcomes, and tackling inequalities within Coventry communities, and tackling the causes and consequences of climate change.
- 1.3 **Section 3** explains the national financial context and the medium-term position that exists for local government funding. The Council has only been able to plan for a single year ahead for the last few years due to single year settlements, however as part of the (needs based) fair funding review which will be implemented from April 2026, the changes announced by the government include a multi (three) year settlement which takes us through to the end of the current CSR (comprehensive spending review) period of March 2029 (albeit this will include annual reviews as part of national government budget setting). This follows the Government announcing additional monies for the Local Government Finance Settlement for 2025/26 and doing so in a way that started to reflect relative need of Local Councils better. As an authority who has been significantly disadvantaged by the outgoing funding regime, this updated funding basis is very much welcomed, however it is important to recognise that financial benefits of the reforms will be implemented gradually over the remaining 3 year period of the CSR, which will reduce the impact in 2026/27 and 2027/28.
- 1.4 The key factors that the Council has identified as influencing current and future demand for Council services, are outlined in **Section 4**. These continue to include recurrent challenges such as the sustained demand for social care as a result of factors including the ageing population and increasing numbers of both adults and children with complex care needs. In addition, councils are faced with ongoing demand for support from citizens driven by current national financial challenges, the stubborn levels of inflation and cumulative impact of inflationary pressures, relatively high costs of borrowing and the persistent cost of living crisis. Homelessness continues to be such an impact, and our statutory obligation to place people in (often) high cost temporary accommodation therefore places significant pressure on the Council's finances.
- 1.5 **Section 5** outlines the Council's financial planning context and assumptions which draw on the information above and provide the foundations of the medium-term

financial position. This includes the key spending forecasts, inflation expectations and planning assumptions in areas such as Council Tax.

- 1.6 The Council's response to the current financial scenario is set out in **Section 6**. This sets out the Council's approach to how it will seek to set a balanced budget in future, subject to future Budget decisions and other major policy approvals.

2. INTRODUCTION AND POLICY FRAMEWORK

- 2.1 The strategic direction for the Council is set by the One Coventry Plan (OCP).

- 2.2 The OCP sets out a vision for One Coventry of "working together to improve our city and the lives of those who live, work and study here". The Plan describes outcomes for:

- a city with a strong and resilient economy, where inclusive growth is promoted and delivered, businesses are enabled to innovate and grow, and new local jobs are created.
- a city where our residents get the best possible start in life, experience good health and age well, in a city that embraces diversity, protects the most vulnerable and values its residents and communities.
- a city, that leads the way and invests in the green industrial revolution. Ensuring the future well-being of our residents by embedding environmentally friendly behaviours and exploring opportunities to lessen the pressures caused by climate change.

- 2.3 The OCP is clear that there are fundamental conditions that need to be in place in order to achieve these outcomes. These are that the Council has a strong and sustainable financial position, with resources and assets that are aligned with our priorities and that it plays a key role as a civic leader, working in genuine partnership with local residents, communities and partners. Central to the achievement of the aims set out in the OCP, a One Coventry approach will focus on the way in which the Council and its employees work, both within the organisation and collaboratively more widely, in order to improve services and make the biggest possible positive impact on people's lives.

- 2.4 The OCP clearly sets out the need for financial resilience in order to achieve its objectives. It is also necessary therefore, for the MTFs to reflect the principles, visions and priorities set out for the city within the OCP. The MTFs complements the Council Plan by defining the financial framework within which these priorities will be delivered. It should also ensure through appropriate resource allocation decisions that it supports the plan, alongside the fundamental aims of delivering a balanced budget and enabling the Council to fulfil its statutory duties.

- 2.5 The OCP sets out the Council's role as a partner, enabler and leader and the importance of partnership working to the delivery of the Plan. This approach is equally important to delivery of the MTFs and incorporates elements such as: responding to national and regional policy for local government; leading on innovative approaches to working differently; acting as a civic leader, in collaboration with local residents, communities and partners (public, private, and voluntary and community sectors); working with residents and communities to find solutions to challenges faced in local neighbourhoods; leading and co-ordinating Coventry's response on how the city tackles climate change and the necessary transition to a zero-carbon economy; and

leading the delivery of aspirational investments through national and regional partnerships such as development of the Cultural Gateway and West Midlands Investment Zone in and around Coventry. These approaches are set out more fully within the OCP.

- 2.6 There are a number of local factors that provide a solid foundation on which the city can build towards sustainable economic growth: two major universities; excellent transport infrastructure links; pockets of highly innovative businesses; significant infrastructure and connectivity investment including the Friargate Business district, the Coventry Very Light Rail project and now 'live' delivery of the City Centre South redevelopment. Further work continues to improve the attractiveness and desirability of the city as a venue.
- 2.7 However, significant challenges do exist for the city. While average pay at Coventry's workplaces is higher than average regionally and compared to similar areas, the average pay of Coventry residents in work is lower, similar to the West Midlands regional average; city residents don't fully benefit from the higher paid jobs based here. The unemployment rate is higher than average compared to a group of similar local authority areas. Coventry is home to a relatively high number of people living in multiple deprivation. The Index of Multiple Deprivation 2025 placed 36 of Coventry 203 neighbourhoods (LSOAs) within the most deprived 10% nationally (18%), ranking Coventry 48th most deprived out of 296 English local authorities in this respect. Income deprivation is one of the domains of deprivation in which Coventry ranks the worst, particularly for income deprivation affecting children and older people, ranking 29th and 35th most deprived in these respects. Inequalities in healthy life expectancy exist between areas of the city.

A more comprehensive range of factors is set out in within the [Council's Annual Performance Report 2024/25](#) and the [Coventry Joint Strategic Needs Assessment \(JSNA\)](#)

3. FINANCIAL CONTEXT

- 3.1 Coventry City Council's revenue spending is funded from the following main sources:
- Council Tax
 - Business Rates
 - Business Rates Top up
 - Specific grants
 - Other income (fees, charges, dividends, & interest)

Following the Fair Funding review, most specific grants now form part of a simpler, consolidated funding approach which allocated each Local Authority a Relative Need Funding (RNF) share reflecting a variety of data sources which inform need. As a result, Coventry will in future receive Business Rates Top up Grant.

The following table summarises how the Council's 2026/27 revenue budget is funded.

Table 1: Funding of 2026/27 Gross Budget

	2026/27	
	£m	
<i>Council Tax Requirement</i>	(199.9)	
<i>Business Rates Income (and top up)</i>	(223.0)	
Funding of Net Budget		(422.9)
<i>Specific Grants</i>	(473.8)	
<i>All Other Income</i>	(138.6)	
All Other Funding/Income		(612.4)
Total Funding of Gross Budget		(1,035.3)

Business Rates

- 3.2 The national system of retained Business Rates allows local government to retain 50% of business rates income with the remainder payable to central government for redistribution through government Revenue Support Grant. However, authorities that are part of Business Rates Pilot schemes retain a greater share of Rates. Along with the other 6 West Midlands authorities, Coventry is a member of the West Midlands Business Rates Pilot with all member councils retaining 99% of the business rates collected (with 1% going to the West Midlands Fire and Rescue Authority). Discussions held between the Ministry for Housing, Communities and Local Government and the WMCA on behalf of the WM Mets as part of the most recent devolution deal discussions, concluded in 2024 that this will be extended potentially until March 2034.
- 3.3 An update of the assessment of needs and resources used to determine individual authority funding allocations (via retained Business Rates and Business rates Top up) had been expected for several years and has now taken place. The methodology and data that fed the outgoing system was out of date and resulted in an unfair distribution of resources. The Government consulted in the summer of 2025 on a new system intended to reflect need better. The Government announced in November 2025 that the revised approach would be implemented from 2026/27, together with some detail of how it would work. The provisional Local Government settlement was announced in December 2025 containing the financial impact for individual authorities. For Coventry, due to the growth in our population, the demographic make-up of its population, updated deprivation indices, and our lower than average Council Tax base, the new system will result in a greater share of resources for the city. In order to ensure sector sustainability however, the impact of the new system will be implemented 'transitionally' over 3 years with some authorities benefiting from funding floors. This means that the full benefit for those authorities which benefit (including Coventry) will not be felt until 28/29.
- 3.4 Since the introduction of business rates retention in April 2013, the previous government has made a number of policy announcements affecting the amount of business rates that local authorities can collect, such as increasing the amount of relief available to certain businesses and restricting the increase in the multiplier. In order to protect councils from the impact of these decisions, local authorities were compensated for the resulting cumulative loss in income through specific non-ring-fenced grants. It is also expected that the new funding regime will also be cost neutral to Local Authorities in this regard for any future similar policy decisions.

Council Tax

- 3.5 Council Tax remains the most significant source of Coventry's net income, funding 48% of the proposed net revenue budget in 2026/27. The Council has experienced a sustained period of growth in the Council Tax base for some time and the MTFS assumes this will continue. The Provisional Settlement received on 17 December 2025 confirmed previous government announcements that the referendum threshold for annual increases in core Council Tax will be 3%, with a further increase of up to 2% allowed in respect of the Adult Social Care (ASC) precept for 2026/27 through to 2028/29. In future years therefore, an underlying (collective) assumption of 3% Council Tax rises and 2% ASC precept will be made for planning purposes, unless there has been a specific proposal to vary. The final level of increase will be determined by full Council through the budget process for each year. For illustrative purposes, an increase of 1% in Council Tax equates to c£1.8 million of income. As Coventry has historically needed to raise Council Tax levels in order to fund service pressures, the new system of resource allocation will compare Coventry to other Councils nationally and redistribute grant from authorities who have been able to keep their Council tax low. This is called Council Tax equalisation, and forms part of the new Fair funding system which will benefit Coventry.

Specific Grants

- 3.6 The Council has historically received a very significant level of specific revenue grant funding. Many of these grants sit outside of the funding distribution formulae, for example, schools Dedicated Schools Grant (DSG) and Housing Benefit subsidy, and these will continue to be specifically awarded. However, from 2026/27, a number of other, mainly smaller specific grants have been 'rolled into' the new 'fair funding' allocations with the largest being Social Care Grant (£45m in 25/26), which will reduce the value of grants being allocated for specific and ring-fenced purposes. As well as grants being 'rolled in', other grants have been consolidated and are therefore not directly comparable to previous years. The main specific grants which remain, by value, are Dedicated Schools Grant¹ (£242.3m net of estimated recoupment and other deductions), Housing Benefit Subsidy (£72.9m), Public Health (£29.5m), Children, Families and Youth Grant (£9.4m), Pupil Premium Grant (£9m), Extended Producer Responsibility (£7m), Crisis and Resilience Fund (£6.6m), Homelessness, Rough Sleeping and Domestic Abuse Grant £5.5m and Adult Education funding (£5m).

Fees and Charges

- 3.7 The Council is budgeting in 2026/27 to receive £134 million in fees, charges, dividends, and interest. Such income supports the expenditure of individual service areas. Increases in the fees and charges set for individual services vary depending on any statutory requirements, specific market considerations and on the objectives a particular service may be trying to achieve. Overall, there is an expectation that traded services will seek to recover the full cost of services as a minimum, and reflecting external markets where relevant.
- 3.8 Some services are experiencing a downturn in activity as a direct consequence of the high inflationary environment affecting the economy and in turn, cost of living. Additionally, implementation of the City Centre South scheme has resulted in the

¹ Indicative allocation, shown net of estimated recoupment

ceasing of income from the many properties which previously delivered rental income for the City Council, most now demolished and therefore void.

- 3.9 Inflation levels dipped for a short period; however levels (December 2025) have seen an uptick returning to 3.5% and well above the Bank of England target of 2%. It is expected therefore that there will be a continued impact on the cost of living for individuals, businesses and other organisations, and could continue to impact on the Council's ability to generate income from fees and charges over the short to medium term. Additionally, this could impact on the cost base of CCC owned subsidiaries, such that it could also put pressure on the level of dividends generated by Council owned companies, and potentially the repayment of loan principal and interest from organisations to which the Council has made loans.

Other Income

- 3.10 From 2025/26, the Government introduced the 'Extended Producer Responsibility' for waste packaging, or EPR. The scheme effectively transfers the financial liability for disposal costs to the manufacturers (producers) of waste in order to incentivise waste reduction. The grant has increased for 26/27 but is expected to reduce over time to reflect behaviour. As waste disposal costs are already factored into the Councils baseline position, 'compensation' through the EPR scheme is treated as additional income of c£7m in 26/27.

Financial Outlook

- 3.11 The Local Government Financial Settlement for 26/27 provides, for the first time in many years, a multiyear settlement through to 2028/29.
- 3.12 The final settlement references cash increase in Core Spending Power (CSP) for councils in England of 6.1% in 26/27, 4.3% in 27/28, and 4.4% in 28/29 (cumulatively 15.1%). These assume that Council tax and ASC precept increases are levied at their maximum allowed levels of 3% and 2% respectively. However, most Councils will be affected in some way by the introduction of Fair Funding review, such that individual increases in Core spending power for the next 3 years vary significantly depending on the type of authority they are, the location and demographic make-up. From a Coventry perspective, the Fair Funding redistribution will have a positive effect, such that the Council will receive a 12.1% increase in CSP in 26/27, 9.6% in 27/28, and 8.8% in 28/29 (33.8% cumulatively). As with the national funding position, the local increases assume that Council Tax and ASC are increased by 5% in each year. The reason for the (relatively) large increases year on year reflect the fact that transitional arrangements have been applied to the fair funding review over a 3 year period.
- 3.13 All of the cash impacts of the above fair funding increases for Coventry, changes to Core Spending Power, and the impact of the specific allocations to Coventry in the Final Settlement are presented within the Council's 26-27 Budget setting report.
- 3.14 The 3 year settlement enables a much better medium term view of the Councils finances from a resource perspective. The Government will reserve the right to review allocations each year, but indicative allocations will allow Councils to plan more effectively. Demographic pressures are still expected to continue to increase as cost-of-living issues continue to affect individuals' experience and expectations of when local authorities and Government will intervene to protect them. The next 3 years will

continue therefore to create a very challenging environment in which the City Council will need to ensure Government funding together with local taxation decisions are sufficient to cover existing cost and emerging pressures including inflation.

- 3.15 As table 2 in section 2.2 of the budget report sets out, indicative allocations provided by the Government in this year's settlement, together with the 3 year impact of assumed changes to cost pressures and policy recommendations, the medium term outlook is positive, with potential future 'headroom' in 27/28 and 28/29. However, it is a reality that there are many economic factors affecting public sector finances, such that each year will still need to consider based on prevailing circumstances, such is the volatility in recent years. The cumulative severity of such volatility in recent times have caused some Local Authorities to be unable to afford the cost of providing services, such that prudence and financial discipline will continue to be paramount in order to ensure medium term sustainability and protect reserves.
- 3.16 Nationally a number of authorities have faced acute financial difficulties, with s114 reports being issued as some councils struggle to set balanced budgets with insufficient reserves to manage the transition to greater financial stability, and others receiving 'Extraordinary Financial Support' to prevent a S114 notice being issued. It remains critical that Coventry continues to observe sound financial management principles, strict budgetary control practice, prudent budget setting and a level of reserve balances that provides adequate protection against financial risks and shocks.
- 3.17 Commercialisation across local government through investment in property, shares and loans has come under national scrutiny, particularly where such investment is funded through borrowing. As some authorities have encountered problems with a number of their commercial investments there has been an increased focus on the regulatory framework in which authorities operate. As a result, the rules governing the Public Works Loans Board – the Government's main vehicle to provide long-term lending to local government, changed in 2021 in order to limit investment in commercial assets where this has the prime purpose of achieving a financial return or yield.

4. SERVICE DEMANDS AND DEVELOPMENTS

- 4.1 Local authorities have faced many financial and service pressures over recent years incorporating significant historic central government funding reductions, increasing service demand particularly across social care services and housing for the homeless, severe inflationary pressures across all areas of budgets, and the knock-on impact that inflation has had on individuals, families and businesses.

4.2 Inflation

- 4.2.1 Like all organisations and individuals, the Council has been affected by high inflationary pressures since 2022, and this has had a very material impact on both current and future costs. This has been caused by a range of over-lapping factors including but not limited to higher direct (and indirect) energy prices, labour shortages in some aspects of the UK jobs market, and other global political issues, the effects of which have impacted over several financial years, and some of which are still ongoing.

4.2.2 The Consumer Price Index (CPI) inflation measure ranged between 3.2% and 3.8% during 25/26, currently at 3.5% and is proving difficult to reduce to the Bank of England target of 2%. This means that the rate of price increases is continuing to have a significant cumulative impact on all Council costs including a range of Council contracts, particularly high value social care contracts. The inflation rate is also instrumental in the agreement of staffing pay awards for most local government employees. It is expected that these will continue at above optimum levels which will require budgetary provision in all financial years.

4.3 Adult Social Care

4.3.1 The financial cost of delivering Adult Social Care is driven by a number of factors which are primarily influenced by the level of need that people present with and how those needs change and develop over time. As well as the care and support needs of individuals, demand for services, and therefore the cost of Adult Social Care is also influenced by demand from the health system (including hospital discharge and contributions towards joint funded packages of care), people's own ability to contribute/pay for social care, people's pre-existing support networks including the presence of informal carers, and of course demographic changes including life expectancy. These costs are expected to be met from funding available for Local Authorities to meet their Adult Social Care responsibilities. In establishing the budget for Adult Social Care within the MTFS, the impact of national changes to the care market, such as National Living Wage uplifts and price increases driven by inflation are considered as most of social care is delivered by organisations contracted to the City Council.

4.3.2 Whilst capacity to service demands for social care and market sustainability pressures are a long-standing issue in Adult Social Care, these have been exacerbated by the additional costs outlined above alongside ongoing challenges in recruitment and retention. These issues largely derive from the terms and conditions that social care providers can offer for a skilled job that requires both intelligence and compassion, as well as changes to the International Recruitment policy for care workers. Although the large increases in inflation that have been seen during the past several years are slowing, costs are still increasing with cost pressures expected to continue for the foreseeable future, adding further strain to a market already heavily under pressure. Due to the scale of the market even a relatively small percentage change can have a significant financial impact.

4.3.3 The Adult Social Care financial landscape remains subject to shifts in upcoming national policy changes. Emerging Government policy priorities - including the expected closer alignment of the Better Care Fund with 'Neighbourhood Health' and the proposed adult social care Fair Pay Agreement (FPA) - have the potential to impact future net expenditure. The Government has sought to reassure LAs by announcing that total funding available for social care will not be impacted by future decisions around the Better Care Fund, and also that £500M will be provided nationally in 2028/29 in relation to the FPA; it will however be necessary to continue to evaluate the position as more policy details are confirmed.

4.4 Housing

4.4.1 The financial cost of delivering Housing and Homelessness support is driven by the number of people presenting to and requiring support from the Housing and Homelessness service, which is largely a result of national external issues that are

impacting locally regarding supply and affordability of social, affordable and private sector housing.

4.4.2 During 2025/26, the service has continued to feel the impact of the rise in demand for housing and homelessness services that was felt nationally in 2023/24 and persisted through 2024/25. The number of households seeking assistance has shown no meaningful reduction, and pressures on the system remain significant. These trends have been driven by a combination of factors, including the ongoing cost of living challenges, a highly competitive private rented sector, and the continued shortage of affordable social housing. Together, these pressures have contributed to sustained high levels of homelessness presentations and demand for support in Coventry.

4.4.3 Despite a similar demand in the number of people placed into temporary accommodation during the 2025/26 financial year, Coventry has seen a reduction in the number of households accommodated by 6.7%. The reductions achieved so far reflect the continued impact of Coventry's targeted Temporary Accommodation reduction plan and the strengthened focus on temporary accommodation move on and prevention. While pressures on the system remain, these improvements demonstrate encouraging progress to continue during 2026/27.

4.4.4 The Council has continued to implement a range of mitigations aimed at reducing reliance on high-cost forms of Temporary Accommodation, such as increasing its portfolio of family properties through ongoing property acquisitions and commissioning an additional 200 bedspaces for single people who have ongoing support needs.

4.4.5 As we move into the 2026/27 financial year, the service will continue to monitor trends. This will be particularly important as the new Homelessness Prevention Team is established and as the implications of the recently published cross-Government homelessness strategy 'National Plan to End Homelessness' become clearer. Ongoing monitoring will ensure that our approach remains responsive and financially cost-effective.

4.5 Children's Social Care

4.5.1 The Council has experienced cost pressure over a number of years driven by demand across social care services for children and young people, alongside steep inflationary increases in the cost of homes for Children in Care (CiC). The requirement to safeguard vulnerable children and young people remains a fundamental priority for the Council, and it has continued to make the necessary budgetary provision through this period.

4.5.2 The number of CiC in the city excluding unaccompanied asylum-seeking children has decreased from 735 in March 2021 to 631 in December 2025. However, the financial benefit from this reduction in activity has been more than offset by steep inflationary increases in the cost of individual homes for children, particularly external residential. This is a local, regional, and national issue. Whilst Coventry will continue to take steps to manage this risk there is a critical role for central government to play in addressing the broken market for private provision. Coventry's established Family Valued ethos is to empower families to identify family led solutions through Family Group Conferencing and network meetings, supporting Kinship arrangements when needed and reunifying CiC back to their families when it is safe to do so. This echoes central

government's direction of change under the Families First Partnership Programme, alongside taking steps to address the challenges with the market for homes for CiC in terms of sufficiency and tackling significant profiteering by some private providers.

4.5.3 In addition, there is an observed increase in the complexity of care needs leading to a consequent increase in the average cost of each individual home. The availability of homes for CiC (placements) able to support these children with complex needs has come under increased pressure on a national basis throughout and since the Covid pandemic, with a resulting impact on price. Unit costs have risen significantly from an average residential unit cost of £3.3k per week in 2021/22 to an average residential cost of £7k per week in 2024/25. Coventry City Councils Residential Children's Homes strategy commits to opening new homes for our CiC, enabling them to remain close to their families, communities and school, whilst offering best value in terms of costs and meeting the needs of some of our children with the highest level of need within the city.

4.5.4 Over recent years Children's Services has undertaken initiatives as part of its Workforce Strategy to stabilise the workforce. This includes an expansion of the Social Worker Academy and implementation of a clinical supervision programme. The Workforce Strategy has also introduced a social worker progression pathway to promote staff development and retention as well as consideration of market supplements / retention payments alongside job re-evaluations where the Council's rates were deemed no longer competitive with comparable Local Authorities. These measures have had a positive impact with a reduced reliance on agency staff; however, it is important that the service continues to promote Coventry as a good place to practice social work so that progress can be sustained.

4.5.5 Given the pattern of children in care numbers and socio-economic trends in recent years, set alongside significant central government reforms, it is difficult to predict overall demand and when the inflationary pressure on the cost of homes for children will begin to ease. This will continue to be an area that is kept under close scrutiny both as an individual service and as part of wider strategies to increase the economic prosperity of the city and reduce the harmful effects of issues such as deprivation, poor education attainment and poor levels of public health in parts of the city.

4.6 Education Services (including Special Educational Needs & Disability (SEND))

4.6.1 National policy changes such as increased attendance duties alongside local in-year pressure on school sufficiency and impact on related local authority (LA) services, coupled with funding reductions continues to put pressure on the ongoing commitment element of the Central School Services Block (CSSB) within the Dedicated Schools Grant. There will be further reductions to the historic commitment element of the CSSB over the next 2 years, resulting in a pressure that has needed to be managed via the Council's budget setting process.

4.6.2 In line with national trends, the number of SEND pupils within Coventry continues to grow. Children with the most complex SEND are issued with an Education Health and Care Plan (EHCP). In January 2016 the total EHCP cohort in Coventry was 1,559, by January 2025 this had increased to 3,477. Alongside significant growth in overall numbers, Coventry has also seen an increase in the number of initial requests for assessments from 329 in 2016 to 1,144 in 2024. This results in a continuing increase in the number of commissioned specialist placements, and consequently more

children and young people requiring transportation to school, including transport to education settings outside of the city as in-city specialist provision is full. An increasing post 16 SEND population remaining in education settings for longer has also put pressure on provision and transport costs. However, a cross-cutting review of transport has been undertaken, with a view to ensuring continued efficient and effective delivery.

4.6.3 The High Needs Block of the Dedicated Schools Grant which funds educational provision for pupils with SEND continues to be an area of pressure. The allocation for Coventry in 2025/26 is £76.9M. National and local SEND spending has increased significantly in recent years with many authorities across the country now reporting DSG deficits. The main factors underlying this position stem from the consequences of reform including the expanded offer, rising demand and shortage of specialist provision creating an increased reliance on the independent sector. Ordinarily, authorities would be responsible for meeting any deficit position from other council funding, but currently due to the significant national deficit the Treasury have enacted a national statutory override ringfencing the DSG position away from LA's until March 2028.

4.6.4 Coventry continues to experience growth in the number of children and young people with Education, Health & Care (EHC) Plans but currently has an overall DSG surplus reserve balance. This growth resulted in Coventry setting an in-year deficit budget against the High Needs Block in 2025/26, and the resulting overspend will be funded from the DSG reserve. The government announced in December 2025 that the High Needs National Funding Formula will be suspended for 2026/27. 2026/27 allocations will therefore be based on 2025/26 with no inflationary uplift applied.

4.6.5 Continued growth in demand alongside static spending power will increase pressure on Coventry's High Needs Block budget in 2026/27 and beyond, and DSG reserves will be required to fund all of Coventry's increase in budget for 2026/27. Due to shortages in the availability of specialist places we are therefore seeing an increase in top-up funding being provided to mainstream schools due to increases in activity (additional children with plans) and unit cost (higher levels of banded funding).

4.6.6 In the Autumn 2025 budget statement it was announced that future funding implications will be managed within the overall government Departmental Expenditure Limits (DEL) envelope, such that the government would not expect local authorities to need to fund future SEND costs from general funds, once the statutory override ends at the end of 2027/28. Further information on how this will be funded within overall government spending is expected in the 2027 Spending Review.

4.6.7 The government has confirmed they are committed to supporting local authorities who have accrued High Needs DSG 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 SEND deficit (not applicable to Coventry) will be eligible in 2026/27 to receive a High Needs Stability Grant covering 90% of their High Needs related DSG deficit accrued up to the end of 2025/26. Payment of this grant will be subject to each local authority submitting and securing the DfE's approval of a local SEND reform plan. The government will confirm at a later stage what support will be provided for deficits arising in 2026/27 and 2027/28 ahead of when the statutory override ends and funding implications become part of

overall government spending. The government has said they will continue to take an appropriate and proportionate approach, though support in these years will not be unlimited. Local authorities will need to plan to be able to meet the cost of any residual deficit from their own resources in 2028/29, including setting aside appropriate reserves in the preceding years.

4.6.8 It is therefore key that the Council monitors the position and manages resources effectively to ensure that it remains within funding allocations (including use of the DSG reserve) as far as is possible up to March 2028. The SEND Transformation Strategy is fully embedded and is focusing on mainstream school inclusion through workforce strategy and sharing best practice, developing appropriate support for children with additional needs through alternative provision, and creating additional specialist provision (places in special schools and enhanced resource provision places in mainstream schools). The government has announced that a Schools White Paper will be published early in 2026, which will detail changes to the SEND system, and a requirement for Local Authorities to have a SEND Local Reform plan. There will be funding to support this change programme, however it is currently unknown how this will be allocated and distributed across local authorities.

4.7 Other Services, Demographics, and the Cost of Living

4.7.1 A combination of events including the impact of continued inflation on household incomes and the effect of financial uncertainty on all sectors, has resulted in an increased demand for Council services. The actual impact on the financial circumstances of individuals, businesses and third sector organisations, has changed some expectations on the timing and level of Council interventions in some service areas.

4.7.2 Compared with the national average, Coventry's population has increased at a faster rate over recent years and has a lower age profile. Since 2010, Coventry has consistently been in the top 10 authorities for population increases, and such growth puts considerable pressure on transport, housing, education and public service infrastructure, and there is a shortage of housing and affordable homes across the city. A range of demographic and socio-economic trends, in part linked to the city's steady population growth and relatively high levels of deprivation, has continued to cause increases in demand or expenditure pressures in areas such as waste collection and disposal and the costs of housing homeless individuals and families in addition to some of the social care and education related changes. These have required very significant additional budget allocations each year which can be expected to continue in future years and have prompted policy responses in areas such as housing and recycling facilities to help manage costs going forward.

4.7.3 The Council's public health services are aimed at improving well-being and reducing health inequalities across the city and maximising the wider work of the Council to improve the health of its residents. This includes universal health, wellbeing, and preventative services, such as health visiting and school nursing, and a range of more targeted services such as drug and alcohol services, domestic violence, and sexual health plus statutory responsibilities around health protection. Funding for Public Health activity is primarily provided from within the ring-fenced Public Health Grant from Government and the Council's financial planning assumption is that this will broadly continue going forward. As part of the Government's changes to grants, this

is one of the grants where other separate but public health related grants are being consolidated with it moving forward from 26/27.

- 4.7.4 The continued difficult economic circumstances for many, resulting from trends including changes to the Government's welfare reforms, the legacy impact of energy price rises, and general inflationary pressures, have all affected the number of people seeking to access local government and voluntary sector services. A greater degree of intervention by the Council and specific Government support in some areas over this period have changed perceptions and increased expectations about the timing, nature and level of support that may be available in times of economic hardship compared with those that existed previously, which is a financial risk.
- 4.7.5 The role of economic regeneration, economic support, skills, and employment investment, remains paramount particularly in the light of the importance of business rates (retention) to the Council's resource base and current financial challenges facing local economies and citizens. The Council's existing programmes for regenerative investment schemes, include commencement of City Centre South development, City Centre Cultural Gateway, works to facilitate the West Midlands Investment Zone project and Coventry's Very Light Rail demonstrator, all of which will support the City's regeneration aspirations.
- 4.7.6 The most recent Devolution Deal in 2024 for the region agreed with the Government by the WMCA on behalf of the 7 Mets resulted in the regional Investment Zone (IZ) initiative, which for the West Midlands, will be located primarily on the former Coventry Airport site (together with other smaller regional sites), on the border of Coventry and Warwick districts. This initiative, named 'Green Power Park' attracts significant regional funding and tax incentives, together with agreement to retain business rate (growth) for reinvestment in the sites over a 25-year period. The investment will attract 'advanced manufacturing' related private sector investment that will take advantage of the City and Regions history in the automotive industry to further the prospects of inward investment and job creation in the region.
- 4.7.7 The move towards net zero emissions in 2050 presents a major challenge to all sectors of the economy. The precise role of local government in meeting that challenge and the financial dimension of doing so is emerging over time. Coventry City Council's One Coventry Plan has already taken a strong stance on the issues around climate change and the Council's Climate Change Strategy was approved in November 2024. A significant development to further this agenda, which is already demonstrating progress towards the Council's net zero ambitions by bringing forward some significant projects, is the Council's Strategic Energy Partnership with Eon.
- 4.7.8 The Council is obliged to work towards ensuring that its pension liabilities within the West Midlands Pension Fund are funded. The Council's currently reported funding level stands at 120% as at 31st March 2025, indicating that the Council has a valuation based surplus (notional). Its contributions to the pension fund are 21.2% as a proportion of the superannuable payroll in 2025/26. The Council has worked closely with the West Midlands Pension Fund in recent months to agree a more appropriate (lower) employer pension contribution for 26/27 through to 28/29, that strikes a balance between ensuring that Council costs are kept as low as possible and maintaining the funding sustainability over the medium to long-term. As a result, a lower employer contribution of 14.1% will be payable from April 2026, saving the Council over £7m per year for the next 3 years.

5. FINANCIAL PLANNING CONTEXT AND ASSUMPTIONS

5.1 Revenue Position

5.1.1 The initial revenue position for the Council's MTFS is the forecast multi-year revenue programme carried forward from 2025/26 including all approved future years' budget decisions known at that time. The current planning process started with significant opening forecast deficits. At the point of the pre-budget stage, reported to Cabinet in December 2025, the 26/27 settlement and the impact of the Fair Funding review were not known. However, sector intelligence indicated that the local impact would be positive, such that no new savings proposals would be required for 2026/27, and financial headroom could potentially be available such that some form of policy investment might be possible.

5.1.2 On this basis, Cabinet approved a consultation process which sought views on investment options across 7 key Strategic themes. Proposals in the 26/27 Budget report to which this MTFS is appended have been categorised in these themes. Table 2 below summarises the resourcing position, expected pressures and technical savings, together with policy proposals for which approval is sought by Council.

Table 2: Financial Position 2026/27 to 2028/29

	2026/27 £m	2027/28 £m	2028/29 £m
Opening Budget Position – Deficit/(Surplus)	3.0	10.6	16.0
Resources	(38.3)	(68.3)	(99.9)
Service & Technical Pressures	35.3	45.9	59.8
Technical Savings	(7.7)	(7.2)	(7.2)
Policy Investments	7.7	6.6	6.9
Final Budget Position – Deficit/(Surplus)	0.0	(12.4)	(24.4)

5.1.3 The above table provides a summary of the impact of proposals in the Budget report for 2026/27 through to 2028/29. More detail is provided in Appendix 2 to the budget report. Policy proposals set out in the Report propose a lower than maximum Council Tax increase of 3.95%, together with investment proposals to make improvements in a number of key Council services. The impact of these proposals, together with (assumed) other costs and savings projected forward, set out a medium term financial position for the next 3 years. Financial planning estimates will be reviewed in due course which will determine the degree to which future financial headroom exists.

5.2 Reserves

5.2.1 The Council holds significant reserves totalling £207 million as at April 2025. Reserves need to be maintained at a sufficient level to protect the Council against risk and to meet the needs of the organisation. The Council maintains a General Fund Working Balance of £10.3m which is held to cushion the impact of uneven cash flows or unexpected events. Additionally, as part of the Councils approach to financial sustainability and resilience, a specific contingency reserve is maintained to further protect against financial risk in the current climate. The majority of remaining balances are held as specific reserves which are earmarked for a particular purpose or held on behalf of Schools and other partners.

5.2.2 The Council's specific reserves include **revenue reserve balances** of £119m (this includes the General Fund Working Balance); £48m of **capital reserves** earmarked to fund major capital schemes; £40m of reserve balances belonging to or earmarked to support **schools**. The Council's reserves are reviewed to assess their adequacy for current known liabilities, approved policy commitments and financial risk, including that arising from commercial investments. The level of available reserves is important in maintaining the financial resilience of the Council. The make-up of the Council's reserves as at 31st March 2025 is set out in the table below:

Table 3: Council Reserve Balances

	1st Apr 2024	(Increase)/ Decrease	31st Mar 2025
	£000	£000	£000
<u>Council Revenue Reserves</u>			
General Fund Balance	(10,277)	0	(10,277)
Adult Social Care	(20,551)	5,802	(14,749)
Financial Risk Contingency	(11,472)	(1,796)	(13,268)
Commercial, Reset & Innovation	(12,203)	0	(12,203)
Business Rates Income Reserve	(5,026)	(4,163)	(9,189)
Early Retirement and Voluntary Redundancy	(7,242)	0	(7,242)
Management of Capital	(5,803)	(562)	(6,365)
Public Health	(4,026)	(530)	(4,556)
Private Finance Initiatives	(5,301)	1,164	(4,137)
Refugee Resettlement Programme	(2,866)	(752)	(3,618)
Air Quality Early Measures	(2,375)	209	(2,166)
Homes for Ukraine	(1,275)	78	(1,197)
Insurance Fund	(923)	143	(780)
Other Directorate	(19,775)	(1,642)	(21,417)
Other Corporate	(8,580)	346	(8,234)
Total Council Revenue Reserves	(117,695)	(1,703)	(119,398)
<u>Council Capital Reserves</u>			
Useable Capital Receipts Reserve	(11,733)	(3,434)	(15,167)
Capital Grant Unapplied Account*	*(40,737)	8,131	(32,606)
Total Council Capital Reserves	(52,470)	4,697	(47,773)

School Reserves

Schools (specific to individual schools)	(23,993)	97	(23,896)
Schools (related to expenditure retained centrally)	(14,205)	(1,925)	(16,130)
Total Schools Reserves	(38,198)	(1,828)	(40,026)
Total Reserves	(208,363)	1,166	(207,197)

5.2.3 The Council will as ever, seek to optimise the use of its reserve balances in delivering priorities, making decisions on a corporate basis, and observing opportunities to maintain an appropriate balance between short term expenditure and long-term investment in support of the MTFS.

More specifically, the approach will be informed by:

- The need to maintain, and where possible build working balances to mitigate the key risks faced by the Council including those expressed in the Council's corporate risk register.
- The requirement to hold some earmarked reserves to protect against specific known or potential liabilities but kept to a minimum consistent with adequate coverage of those liabilities and reviewed annually as part of the budget process.
- A general assumption, to be applied flexibly subject to specific financial circumstances that one-off resources will not be used to support on-going expenditure.
- The awareness that there is an opportunity cost of holding reserves (in that these funds cannot then be spent on anything else) – it is therefore critical that reserves continue to be reviewed each year to confirm that they are still required and that the level is still appropriate.
- The awareness that balances help protect the Council from exposure to the external borrowing market at times when rates are high

5.2.4 There are no plans to use working balances over the period covered by this strategy and as a result the anticipated balance at the end of each year is expected to remain at c£10m throughout. We will endeavour however to review the Financial Risk Contingency reserve to reflect prevailing risk, and as such a provision has been made within the 26/27 budget setting proposals to build reserves to cover future financial risk.

5.2.5 The Council also maintains capital reserves:

- The capital receipts reserve holds all receipts from the disposal of non-current assets, which can only be used to finance new capital investment or to repay debt.
- The capital grants unapplied reserve holds capital grants without conditions, or where conditions have been satisfied but the grant has yet to be used to finance capital expenditure.

5.2.6 Considering the risks outlined above, and the proposal in the 26/27 budget setting report to strengthen the Financial Risk contingency further, the current level of

reserves is currently considered adequate in the view of the Director of Finance and Resources (Section 151 Officer).

5.3 Capital

5.3.1 The current capital programme for approval in February 2026 includes the following expenditure profile:

Table 4: Capital Expenditure Profile per 2026/27 Budget Report

	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£m	£m	£m	£m	£m	£m
TOTAL PROGRAMME	165.9	110.8	50.4	38.4	71.5	437.0

5.3.2 The programme reflects the Council's ambitions for the city and include: extensive highways infrastructure works including specific schemes relating to continued delivery of the City Region Sustainable Transport Settlement (CRSTS) programme that include London Road corridor transport packages, the construction and operation of an 800m long twin-track 'City Centre Demonstrator (CCD) from the main Coventry Rail Station to the Coventry University Technology Park.; the continuation of City Centre Cultural Gateway; progressing the City Centre South redevelopment; and the completion of Woodlands School. Over the next 5 years the Capital Programme is estimated at a total of £437m as part of on-going investment delivered by and through the City Council.

5.3.3 Funding for the non-WMCA funded capital programme consists primarily of a combination of specific capital grants, prudential borrowing, revenue funding and capital receipts from the sale of council assets. Delivery of the programme requires the effective prioritising and management of capital resources and investments, taking into account the level of funding both from government and future capital receipts and the identification of self-funded business cases that can justify the use of prudential borrowing to pay for schemes.

5.3.4 The Council will continue to seek to maximise the amount of funding identified in order to deliver its priorities. It will actively seek external grant funding opportunities both on a stand-alone basis and in partnership with other Councils and partners including the WMCA. It will seek to optimise the Council's land and property portfolio through proactive estate management and effective corporate arrangements for the acquisition and disposal of land and property assets. This will work within the limitations on its ability to purchase assets, and specifically not to do so purely for commercial return.

5.3.5 Where prudential borrowing is identified as a potential source of funding for capital projects, it is essential that funding is identified to pay the principal and interest costs of the borrowing. This can come either from new income generated from the project, service savings delivered as a result of the investment or an existing revenue budget which can be switched to this purpose as a result of the expenditure made. A clear business case must be provided which incorporates these elements and which will form part of any approving report.

5.3.6 The level of prudential borrowing funding has increased in recent years, as significant sums have been invested through the capital programme. Whilst the authority has

usually been able to cashflow investment through temporarily using other balances, for example grant monies received up-front prior to spend, this will not be the case on a permanent basis. External borrowing will increasingly be required in line with the underlying Capital Programme. The short term/long term mix of any borrowing will be determined by the Council's cashflow needs and the interest rate environment.

5.4 Risk Management and Financial Resilience

5.4.1 In setting the revenue and capital budgets, the Council takes full account of the known key financial risks that may affect its plans in setting its revenue and capital budgets. The corporate risk register is reviewed by the Strategic Leadership Board on a regular basis and is considered bi-annually by the Audit and Procurement Committee. Where the risks contained within the register are considered to have a financial dimension this is reflected in the Council's Budget process.

5.4.2 Risks around children's and adults' social care continue to be the most significant ones reflected in changes to the budget in recent years and this will be true again for 2026/27 and subsequent years. Other significant risks include housing and homelessness.

5.4.3 The current register incorporates a financial risk that the Council will be unable to deliver a balanced budget in the medium term. The detailed risk is that the Council will not be able to achieve its priorities whilst at the same time balancing its budget because of a combination of increased pressure on all sources of funding, increased demand, and complexity in services, including in adults and children's social care and the recently heightened impact of inflationary pressures across many areas of the budget. This has resulted in difficult decisions over many years having to be made by Members about which services to support, or support less, with consequences for citizens and the city. Whilst this risk will continue, the updated fair funding system will benefit Coventry's financial position over the next 3 financial years, and as such the risk will be reviewed in light of this. For 26/27, whilst robust financial discipline is still required, a balanced budget will be possible without new savings, or for the first time in many years, service reductions, and with the ability to invest to improve some key services in the City. It would appear that the unwinding of the full benefit over 27/28 and 28/29 will provide similar opportunity to set a balanced budget without new savings, however this will depend on updated reviews in future years.

5.4.4 A further potential revenue risk relates to equal pay claims. A number of claims have been received from employees which, if successful, would result in a one-off revenue cost to the Council. This crystallisation of the issue is very much dependent on the outcome of legal advice, and subsequent to that advice, potential negotiation should claims prove to be valid. Given the significant uncertainty around whether a financial obligation exists, or the value of any obligation, we are not at this point able to make any accurate financial assumptions in the medium-term financial strategy. We are however, acting prudently with a strategy of building reserves should a liability be the eventual outcome.

5.4.5 To mitigate the risks, the Council has in place a rigorous structure to oversee budgetary processes and continues to seek out opportunities which identify flexibility in existing budgets and undertake technical analysis to identify alternative options to alleviate budgetary pressure. Specific programmes are in place to identify commercial opportunities and optimum service delivery models to produce a medium-term programme of transformation and ensure future financial sustainability.

5.4.6 The Chartered Institute of Public Finance and Accountancy (CIPFA) maintains an index of financial resilience for English councils which assesses each authority against a number of indicators, including levels of reserves, external debt and auditors' judgements, in order to illustrate each council's financial position relative to that of comparator authorities. The index was developed with the intention of highlighting areas of potential risk to councils' financial stability and informing the judgement of the chief finance officer on the robustness of budgets. CIPFA acknowledges that the index (most recently updated using 2023/24 data) should not however be viewed in isolation and its interpretation will depend to a large degree on the local context specific to each authority. Coventry's results suggest that for most of the indicators used, the authority does not fall into a higher risk category in relation to comparable authorities. However, Coventry's level of children's social care costs and its relatively low level of unallocated reserves are indicators of a higher perceived level of risk. There are a number of actions in relation to Coventry's children's social care costs which do not yet factor into the resilience index data sets, which we would expect to contribute to an improved position in future years relative to other Local Authorities.

5.5 MTFS Assumptions

5.5.1 The Council's prospective Budget plans for 2026/27 onwards will continue to face financial pressure, particularly from social care and ongoing general inflation which impacts pay and indirect pay through the National Living wage, and the wider population in the City. From a resourcing perspective, 2025/26 was a single year settlement whilst the Government took stock of the national financial position. Since then, the most recent settlement, which was provisionally announced in December 2025, and confirmed in February 2026 confirmed that the settlement would be multiyear to take us through to the end of the financial year 28/29, marking the end of the current comprehensive spending review (CSR).

5.5.2 The financial management framework that underpins the MTFS includes:

- Overall direction undertaken by the Leadership Board which covers transformation programmes, quarterly monitoring, development of Budget proposals, and savings delivery governance,
- A corporate planning and monitoring process that considers capital and revenue together,
- A framework founded on delegation and clear accountability, with budgets managed by the designated budget holder, reported through Service Management Teams, the Leadership Board, Cabinet and Audit and Procurement Committee,
- A drive to identify efficiencies and achievable savings to enable the Council to optimise delivery of its policy priorities,
- Strong project management approaches, including a specific focus on cost control and programme delivery,
- Where feasible, the establishment of a balanced revenue budget and capital programme over the medium-term planning period.

5.5.3 The Council's approach is to manage its reserves in a way that supports the MTFS and the Council's priorities. In particular, this is based on:

- A policy that reserves are not to be used to: (i) meet on-going expenditure or (ii) fund capital expenditure other than for mostly short life asset rolling programmes other than in exceptional circumstances or for capital schemes of major strategic importance,
- The classification of reserves as a corporate resource, with Cabinet via Leadership Board considering the application of budgeted amounts unspent at year end,
- Holding reserves for a clearly identifiable purpose. This will include protecting against known or potential liabilities, at a minimum level consistent with adequate coverage of those liabilities, considering the overall level of risk faced by an organisation of the City Council's size.

5.5.4 The key financial or technical assumptions that underpin the MTFs are:

- Whilst we expect that the Government will review their 3 year settlement each year, assumptions regarding government funding in the medium term will reflect indicative allocations as set out in the final 26/27 settlement
- The next comprehensive spending review (CSR) will be set out during 2028 to take effect from 2029/20 onwards
- For strategic financial planning purposes Council Tax and Adult Social Care precept increases will be assumed to match the maximum level advised by Government. These have been confirmed as 3% for Council Tax and 2% for the precept in financial years 2026/27 through to 2028/29. Subsequent years (29/30 onwards) will be reduced to 3% until such time as the next CSR provides updated information. As is normal, this will be subject to political debate and decision as well as any changes at a national level
- Business Rate income (plus compensating Government grants) will be assumed to be inflated broadly in line with Government dictated Business Rates multiplier inflation levels. Income will be amended for trends in Business Rates tax-base, collection performance and appeals
- Planning based on the underlying Council Tax-Base growing at 0.5% per annum in line with historical trends but flexed each year where shorter-term expectations dictate,
- Increases in pay budgets of 3% in 2026/27 through to 28/29, reflecting current stubborn levels of inflation. This area will be kept under close review particularly whilst inflation levels are impacted by national and global economic factors. It is expected that the Council will continue to reflect sector agreed pay awards and guideline National Living Wage levels
- An intention to review the need to make provision for budgetary growth as a result of significant demographic or service demand, subject to optimisation of service operation, review of alternative methods of service delivery, review of Council policy to ensure that it reflects current conditions and recognition of overall financial constraints
- The budget for the Council's Asset Management Revenue Account (AMRA) will be managed in line with the Council's Treasury Management Strategy, updated annually as part of the Budget Report. The AMRA position will take into account any impact of changes in the size and composition of capital programme, cash-

flow forecasts, the level of provision to repay debt through Minimum Revenue Provision (MRP), and prevailing/forecast interest rates. The Council's Minimum Revenue Provision (MRP) policy will be based on an approach that is both prudent and affordable in a way that reflects the long-term nature of local authority debt and assets

- Forward financial estimates will be guided by existing CPI inflation levels in line with practice adopted across a broad range of public sector areas. Specific contractual agreements on inflation will be honoured where these are in place. CPI will provide the financial planning benchmark for increases in fees and charges and any areas of expenditure subject to specific inflation requirements assessed by the Section 151 Officer. Actual increases in fees and charges will depend upon local factors such as the need to generate enough income to meet the cost of trading services and other market conditions where relevant. Contractual inflation has been applied where required along with notional inflationary rises in discretionary areas. Although assumptions will be made for the medium term, this will be reviewed on an annual basis to ensure that additional costs for external contracts which reflect patterns dictated by pay inflation or other significant inflationary pressures are built into Council budgets in the affected areas on an accurate basis.

6. MEDIUM TERM FINANCIAL STRATEGY APPROACH

- 6.1 The MTFS supports the medium-term policy and financial planning process which is central to the setting of the Council's revenue and capital budgets. The MTFS approach is crucial to providing a stable financial base from which to deliver the Council's priorities as set out in the One Coventry Council Plan. As part of this the Council will seek to maintain a sustainable financial position over the course of the planning period, with detailed proposals reflecting the impact for all years set out in the annual Budget Report.
- 6.2 In order to ensure that Council financial plans are robust in the medium term the Council's MTFS continues to cover a 3-year period. Contrary to the last few years, the starting point for the Council in this MTFS is that it has indicative financial headroom across the planning period. This reflects the gradual unwinding of the full benefit of the fair funding review over a 3 year transitional period.
- 6.3 The recent Pre-Budget Report to Cabinet included proposed investment themes on which to consult, in the event that there was headroom to facilitate policy choice. The Budget setting report for 26/27 makes a number of proposals, which if approved, will use the financial headroom in 26/27, setting a balanced budget for that year. The proposals have an ongoing effect which will reduce financial headroom in subsequent years. In recent years the Government has increased the level of grant payments made to local authorities to support the costs of social care. This funding has now been rolled into the updated fair funding distribution.
- 6.4 Cumulative historic and ongoing inflationary pressures and a rise in both the numbers and needs of social care clients mean that the Council will still likely be significantly challenged in subsequent years, and assumptions have been made in the MTFS for this. Within this environment of pressure on resources, the Council has delivered very

significant savings and identified other sources of income in order to balance its overall budget. The remainder of this section sets out the separate strands of financial policy which together are designed to ensure that the Council continues to deliver a balanced short-term and medium-term revenue budget and sustainable and affordable capital programme.

6.5 The One Coventry Approach

6.5.1 The One Coventry Plan recognises that the Council may need to change the way that it works to meet the challenges of delivering services efficiently and supporting a sustainable financial position. This will mean building on good practice where it exists but doing things differently elsewhere, building and sustaining genuine partnerships and city-wide collaboration, actively seeking creative opportunities, considering if the Council is working in the right way, investing resources with other public sector partners if appropriate and working flexibly across roles, services, and organisations. This will involve reviewing some services to see if they can be delivered differently, potentially embracing latest technologies including A.I. This will work in different ways for different services but, for instance, may involve an approach of enabling independence with individuals and organisations being encouraged to do as much as possible for themselves.

6.5.2 Subject to the other component parts of the Budget process, the One Coventry approach is intended to offer the Council a means of identifying efficiency opportunities to help balance its overall Budget and maximise service benefit. This could involve a wide range of different solutions including delivering services more efficiently or with fewer resources and delivering services in partnership, with partners doing more or leveraging in more external resources.

6.5.3 In addition, Council managers and budget holders will continue to be expected to manage their service areas in a way that pays due regard to delivering economy, efficiency, and effectiveness. Delivering services as cost effectively as possible enables the Council to maximise the impact that it can have within a finite level of resources and managers will continue to be held to account for the financial performance of their areas.

6.6 Commercialisation

6.6.1 The Council will seek to maximise income and pursue commercial opportunities where these are consistent with its role and legal powers as a local authority, are proportionate, and subject to a responsibility to maintain a robust financial position. The Council's view is that by not acting in this manner, it leaves itself in a more financially vulnerable position and that to do nothing is not a viable option.

6.6.2 The Council will maintain a default position that fees and charges should increase annually in line with inflation and that income earning services should seek to at least cover their costs. Any movement away from these principles should be based on an understanding that such increases would be harmful to the overall trading position or sound policy or 'market led' reasons for not increasing prices.

6.6.3 The Council will generate capital receipts where there is a clear business case for doing so by disposing of surplus and/or poor performing property/assets and thereby providing funds for capital reinvestment in services, driving growth or making savings

through the repayment of debt. Such an approach will be undertaken in compliance with the Prudential Code for capital finance, Statutory Government Investment Guidance, and the borrowing requirements of the Public Works Loans Board.

6.6.4 The service dimension of commercial investments is important including in facilitating local regeneration, addressing market failure, accelerating the local response to the climate change agenda, and supporting local organisations. These investments could also provide financial returns which help to underpin the Council's budget. The Council will continue to consider opportunities to make investments in a selective, and business cased based manner in commercial ventures to secure a financial return and achieve service policy objectives where this is consistent with its priorities, the One Coventry Council Plan, Commercial Investment Strategy and PWLB requirements. Such investment, for example in the further development of Friargate Business District and Strategic Energy Partnership Projects could potentially include property schemes, share purchase and the provision of loans to external organisations, and would be designed to meet strategic, service, and financial objectives.

6.7 **Council Tax and Business Rates**

6.7.1 The Council will seek to maximise the income it generates from Business Rates and Council Tax. There is an expectation that the Council tax-base will continue to be buoyant as the Council seeks to facilitate the provision of local housing, including affordable housing, for its citizens. In addition, the Revenues and Benefits Service will seek to maximise the Council Tax collection rate (currently set at 97.6% for 26/27) and take steps to ensure compliance with the applicability of discount and exemption policies.

6.7.2 The One Coventry Plan priority to promote a strong and resilient economy, where inclusive growth is delivered, businesses are enabled to innovate and grow, and new local jobs are created, also enshrines a parallel aim of ensuring that the Business Rates tax-base is resilient. The Revenues and Benefits Service will seek to maximise the Business Rates collection rate, taking steps to identify all relevant taxable properties and to ensure compliance with the applicability of discount and exemption policies.

6.8 **Treasury Management and Capital**

6.8.1 The Council's treasury management function seeks to ensure that cash is available when needed to meet the Council's obligations. The Council's Treasury Management Strategy is clear that the primary objectives of investing cash balances are to maintain the capital security of sums invested and to ensure adequate liquidity. After these, a third objective is to maximise return. The treasury role also extends to maximising revenue benefits by seeking the optimum balance between retaining external investments, repaying existing loans and avoiding new borrowing as appropriate given prevailing and forecast interest rates. Although the Council has an underlying need to borrow as a result of large Capital Programmes funded in part from borrowing, it has continued to avoid the need to undertake new long-term borrowing by utilising cash from reserve balances and grant funding received in advance of the need to spend. This approach seeks to optimise the financial benefit by avoiding unnecessary borrowing costs, particularly whilst prevailing rates are relatively high.

6.8.2 The Council will seek to maximise capital programme funding from external sources such as capital grants and Section 106 contributions in order to protect and sustain existing Council resources. Where appropriate the Council may use revenue funding of capital for on-going programmes of expenditure. In the absence of other funding and if the use of prudential borrowing is not appropriate, the Council will seek to utilise capital receipts to fund capital projects and will only commit capital receipts that have been achieved and are available on the Council's balance sheet.

6.8.3 Any remaining schemes that have a sustainable business case that justifies borrowing as a funding source will be resourced from prudential borrowing. In this manner, the Council will avoid putting any additional burden on Council taxpayers or seeking contributions from service budgets which reduce the net level of resources to fund services. When borrowing, the Council will look for the most cost-effective source of funding, either PWLB or alternative funders.

6.9 **Reserves**

6.9.1 The overwhelming majority of the Council's reserve balances are held to provide a one-off resource to meet service objectives and fund specific projects that have been identified and/or approved in advance. A small number but significant balance of other reserves is held to provide protection against risk. These resources are a one-off source of funding that are not available on an ongoing basis. It is not the intention that the Council's reserves should be used to balance its Budget position in normal circumstances.

6.9.2 Within this context it is also true however, that in exceptional circumstances the Council could divert resources from reserve balances in order to manage a difficult budgetary position. There is significant flexibility which could be applied through delaying projects or service proposals or by cancelling them altogether which could free up reserves to balance the budget. This is not a course of action that would be recommended by the Council's Section 151 Officer except in the most difficult of financial circumstances, but it is important to hold this as a measure of last resort to set against the other tools available as part of a medium-term strategy.

Budget Proposals and Financial Position

		2026/27 £000	2027/28 £000	2028/29 £000	
	Starting Budget Gap	3,013	10,588	15,988	This position has been carried forward from 2025/26 Budget Setting and reflects all previously approved Budget changes
Resources					
1	Council Tax	(1,805)	(5,605)	(9,405)	The previous assumption provided in the budget is a 3% increase on Council Tax. These resources represent an increase limited to 3.95% for 2026-27 and assumes 5% for future years.
2	Collection Fund forecast outturn and surpluses	(2,000)	(2,000)	(2,000)	This item includes estimates around the forecast outturn position for 2025/26 and uncommitted surpluses from 2024/25 held within the Collection Fund.
3	Local Government Settlement	(32,470)	(59,167)	(87,462)	Allocation from Multi-year Local Government Funding Settlement, including transitional impact over 3 years.
4	Extended Producer Responsibility Grant (ERP)	(2,005)	(1,505)	(1,005)	Coventry's 2026/27 allocation of Extended Producer Responsibility Grant has been confirmed at £7m. This represents the figure above the value included in base budget assumptions of £5m.
	Subtotal Resources	(38,280)	(68,277)	(99,872)	
Service and Technical Pressures					
5	2025/26 Pay Award Confirmed	346	346	346	Additional budget requirement following the agreed pay award for 2025/26 at 3.2%. This was 0.2% above the 3% provided in the budget.
6	2026/27 & Future years Pay Award Assumptions	1,840	3,735	5,630	Estimated additional requirement above the previous budget provision for 2026/27 onwards of 2% pay award. These pressures represent 3% pay award in 26/27 ongoing.
7	Inflation and Contingencies (non-pay)	6,646	11,218	16,350	This reflects the continued impact of the inflation environment affecting the Council's supplies and services expenditure, in addition to the £2m growth provided in the base budget.
8	Adult Social Care - Price increases	1,845	4,338	8,698	This relates to the additional cost of the National Living Wage recently announced in the Governments Autumn Budget 2025 and other price rises on existing adult social care packages.
9	Adult Social Care - Additional Package cost	4,341	5,514	7,970	This represents impacts of demographic change and the anticipated costs of new care packages
10	Children's Services - Homes for Children in Care	2,500	2,500	2,500	Children's Services continues to see a significant increase in the average unit cost of homes for children in care. This is due to there being a lack of sufficiency in the market to meet the needs of young people in care and is a local, regional and national issue.

Appendix 2

11	Community Safety	289	289	289	To continue to enhance the Community Safety team to tackle criminal antisocial behaviour across the city.
12	Financial Risk	9,000	9,000	9,000	Provision for the replenishment of reserves in response to uncertain financial risk.
13	Collection of Food Waste	1,607	1,891	1,864	This is a new statutory service for the Collection of Food Waste which is due to go live part way through 2026/27.
14	Food Waste Target	465	465	465	Since the original target was set, market conditions have changed and the new target reflects the current costs and income that is deliverable.
15	Housing Benefit Subsidy	1,505	1,805	1,805	Additional resource to manage and address the gap in funding for supported accommodation costs where the Council is only partly reimbursed by the Government.
16	Elections	661	661	661	The introduction of the Individual Elections Registration created a new financial burden on the elections budget. This along with the increasing cost to run an election has diminished the smoothing reserve which has supported this finite budget. This requires additional core budget to support all out election running costs in 2026/27 and replenish the reserve to support future costs.
17	No Recourse to Public Funds (NRPF)	550	550	550	To recognise a financial pressure resulting from an increase in the number of No Recourse to Public Funds families who we obliged to support.
18	Lone Working	450	241	241	Provision of technology and associated services to support staff who are identified as being lone workers.
19	SEND Transport & Capacity	300	500	750	As is being seen nationally, the number of SEND pupils within Coventry continues to grow, resulting in an increase in the number of commissioned specialist placements, and consequently more children and young people requiring specialist transportation to school. The continued growth in demand also impacts capacity across SEND Statutory Services.
20	Operational Pressures	2,900	2,817	2,702	A number of underlying pressures exist within the current budgetary control environment including Mandatory Tree Surveys and Pest Control backlog, Adults Social Care IT system implementation, and Council Tax Card Payment Fees.
	Subtotal Service & Technical Pressures	35,245	45,870	59,821	
	Technical Savings				

21	Pension Rate savings	(7,200)	(7,200)	(7,200)	Employers Superannuation Rate reduced from a rate of 21.2% in 2023/24 to 2025/26 to 14.1% in 2026/27 to 2028/29
22	Corporate Asset Management Revenue Account	(500)	0	0	This additional income for 2026/27 is the combined impact of the Council's treasury activity resulting from reduced borrowing, a continued reduction in rates and improved short-term investment income.
	Subtotal Technical Savings	(7,700)	(7,200)	(7,200)	
Policy Investment					
Anti-Social Behaviour including Fly Tipping (£2.2m)					
23	Bringing the Tip to You	552	0	0	This 12month trial will help us understand the benefits of offering extra waste-month trial will help us understand the benefits of offering extra waste management support to communities that face additional-management support to communities that face additional challenges. Mobile teams will visit selected streets and areas where residents may have limited access to existing waste facilities, giving an alternative and convenient way for residents to dispose of excess waste responsibly.
24	Build Your Future (Eco-Force Crew) Coventry	377	384	392	Creation of an initiative to recruit NEET individuals into structured 12-week paid placements of 16 hours per week as part of 'Eco Force Crews' working alongside Council Officers in Highways, Environmental Services, and Parks. Young people will choose their preferred service area based on career interests and job goals. Each participant will receive dedicated employment mentoring, vocational training, and emotional wellbeing support, with additional interventions where needed to secure progression into employment or further training. The programme will support 75 residents annually through rolling cohorts of five young people at a time.
25	New Approach to tackle Anti-social behaviour	245	245	245	Change the way enforcement activity is undertaken by moving to a more ward based compliance officers' approach who will investigate environmental ASB from first referral to prosecution. Additional compliance officers will also enable targeted community engagement whilst providing resilience for teams to be mobilised to hot spot areas. This will be complimented by looking into new and innovative ways of deterrent and punishment

26	Food waste behaviour change	300	200	200	Adoption of a behavioural insights approach to understand awareness and attitudes, and to positively influence behaviours towards waste disposal and recycling including uptake of a new food disposal service. This is designed to save the council significant resources by reducing waste contamination and encouraging uptake of the new food disposal service. If successful, the principles can be rolled out into other policy challenges including fly tipping, e-bikes, pavement parking and other anti-social behaviour.
27	Enhanced cleansing services	760	760	760	Last year, Streetpride received investment to boost cleansing in areas most affected by litter, fly-tipping, and anti-social behaviour. This extra funding will enable this work to continue, delivering real improvements for residents as well as building on this success with the introduction of two new dedicated teams operating across Foleshill, Henley, and Tile Hill.
Good jobs, investment and prosperity - NEET, youth unemployment, education achievement (£0.8m)					
28	Plas Dol-y-Moch Site Refurbishment and Development	325	325	0	Coventry City Council has owned and successfully operated Plas Dol-y-Moch for over 60 years, with the centre fully funded through traded income. This project will provide a dedicated social space alongside refurbishment of the main house to ensure the site remains financially viable and fit for modern use, addressing outdated accommodation and layout while protecting a valued council asset for the future.
29	Connected Futures: Bridging the GAP from Education to Employment	300	250	200	The Connected Futures programme will identify young people at early risk of becoming Not in Education, Employment or Training (NEET) and support them through tailored 14–16-year pathways into aligned 16-18 study programmes and onward to employment or training.
30	Transforming Futures: A Strategic Approach to Tackling NEET	128	133	139	Transforming Futures is a programme targeted at post 16 young people for those without sixth form offers, particularly those who find it a struggle to engage in mainstream college environments. Long term delivery will be funded through DfE post 16 funding however this seeks initial investment to support set-up and proof of concept.
Helping people to manage - bills, energy, to help themselves (£1.8m)					
31	Council Tax - Increase Council Tax by less than the maximum	-	-	-	As per the report Council Tax has not been set at the maximum rate of 5% and has been limited to a rise of 3.95% which reduced the Council's potential income from Council tax by £1.8m. <i>(The reduced resources are shown in line 1 above)</i>
Keeping People Safe - crime, clean, well lit, city centre improvements (£0.4m)					

32	Increased capacity and new approach to tackle Anti-Social Behaviour (ASB)	248	248	248	Increase the number of community wardens from 2 to 8 meaning residents will notice a greater presence in the city of these officers who can step in to deter and act on Anti-Social Behaviour. This will move capacity into wards across the City and will also enable deployment to areas where issues of Criminal ASB are being reported.
33	Average Speed Enforcement (ASE)	153	182	182	Sustain ongoing maintenance, calibration and reactive repairs of existing cameras alongside making provision to enable the continued managed expansion of the network in line with corporate, political and community priorities.
Local environments & deprived neighbourhoods (£0.9m)					
34	Godiva Festival & Extended Events Programme	400	400	400	This will provide a Godiva in the City event alongside an extended programme of events celebrating the city.
35	Free to play facilities improvement scheme (War Memorial Park)	440	5	5	Following the permanent closure of the popular water feature in the War Memorial Park in 2023, this funding will enable its replacement and the renewal of the aging children's play facilities. The project will deliver a free to use, modern and fully accessible Multi Use Games Area (MUGA), creating high quality, inclusive facilities that encourage physical activity and support healthy lifestyles.
36	Community Grow Sites	100	100	100	In line with Coventry's Climate Change Strategy, development of a network of community growing sites for residents to help create and enjoy.
Protecting vulnerable people – including child poverty (£1.9m)					
37	Care leaver council tax exemption	380	399	419	This looks to extend our current council tax exemption for Care Leavers, from up to age 21 to age 25 which will help prevent debt, reduce homelessness, impact positively on health and wellbeing and support education and training pathways leading to better life chances and outcomes.
38	Increasing family Temporary Accommodation owned by the City Council	559	637	1,434	This represents match funding to purchase an additional 20 properties for Temporary Accommodation as part of the Local Authority Housing Fund (round 4) programme.
39	Increasing number of 5/6 bed family large Temporary Accommodation properties	250	250	0	This provides additional funding to support the purchase of 5 larger properties to meet temporary accommodation need for larger families.
40	Support for Foster Care Households	735	772	810	This seeks to invest in further support for carers to address recruitment and retention challenges, with the aim of ensuring that our most vulnerable children with complex needs can be supported in foster carer households where appropriate.

Roads and pavements - conditions and safety (£1.5m)					
41	Car park improvement schemes	150	150	150	Targeted investment to refurbish and repair public car parks, including the introduction of EV charging points, and improved lighting and drainage.
42	Defect Repairs	750	750	750	Following the one-off investment in last year's budget this funding will maintain the 4 additional defect repair gangs and enable the service to move to a more proactive approach to maintenance.
43	Minor Asset Management	320	320	320	The funding will enhance maintenance and repair of signs, posts, pedestrian guardrails and other street furniture.
44	City Centre Red Route Enforcement	250	100	100	The funding will enable investment in modern, 24/7 Automatic Number Plate Recognition (ANPR) camera systems, transforming the effectiveness and efficiency of parking enforcement, deterring illegal parking and keeping key routes clear for everyone.
	Subtotal Policy Investments	7,722	6,610	6,854	
	Final Budget (Surplus)/Deficit	0	(12,409)	(24,409)	

Appendix 3 Summary Revenue Budget by Cabinet Member Portfolio

2025/26 *	CABINET MEMBER PORTFOLIOS	Budget Decisions Brought Forward	Pre-Budget and Final Budget Changes	2026/27 Final Budget
£'000		£'000	£'000	£'000
126,340	Adult Services	131,642	15,536	147,178
104,742	Children and Young People	105,558	6,478	112,036
40,665	City Services	40,721	6,686	47,407
25,296	Education and Skills	28,818	4,370	33,188
25,266	Housing and Communities	27,629	2,673	30,302
(7,471)	Jobs and Regeneration	(8,070)	566	(7,504)
13,168	Policing and Equalities	13,779	3,464	17,243
3,725	Policy and Leadership	3,503	269	3,772
(156)	Public Health and Sport	(383)	330	(53)
(2,488)	Strategic Finance and Resources	(793)	5,868	5,075
329,087	TOTAL CABINET MEMBER PORTFOLIOS	342,404	46,240	388,644
26,858	Borrowing and Investments	30,067	0	30,067
(74,937)	Contingencies & Corporate Budgets	(87,112)	72,240	(14,871)
16,057	Levies From Other Bodies	16,724	0	16,724
48	Parish Precepts	47	7	54
969	Revenue Contribution to Capital Spend	2,669	1,574	4,243
(1,360)	Contributions to / (from) Reserves	(1,496)	(500)	(1,996)
296,722	NET BUDGET AFTER SPECIFIC GRANTS, FEES & CHARGES	303,303	117,401	422,865
	Financed by:			
(189,491)	Council Tax	(195,967)	(3,957)	(199,924)
(107,231)	Business Rates	(107,336)	(115,604)	(222,941)
(296,722)	TOTAL RESOURCES	(303,303)	(119,561)	(422,865)

*Restated to reflect changed responsibilities

Appendix 3 (continued)

Gross Expenditure	Gross Income	2025/26 *	CABINET MEMBER PORTFOLIOS	Gross Expenditure	Gross Income	2026/27 Final Budget
£'000	£'000	£'000		£'000	£'000	£'000
192,812	(66,472)	126,340	Adult Services	208,978	(61,800)	147,178
120,345	(15,603)	104,742	Children and Young People	132,784	(20,748)	112,036
66,401	(25,736)	40,665	City Services	75,083	(27,676)	47,407
309,556	(284,260)	25,296	Education and Skills	310,211	(277,023)	33,188
52,029	(26,763)	25,266	Housing and Communities	58,367	(28,065)	30,302
15,939	(23,410)	(7,471)	Jobs and Regeneration	17,270	(24,774)	(7,504)
24,704	(11,536)	13,168	Policing and Equalities	29,477	(12,234)	17,243
6,492	(2,767)	3,725	Policy and Leadership	6,539	(2,767)	3,772
30,847	(31,003)	(156)	Public Health and Sport	31,569	(31,622)	(53)
92,854	(95,342)	(2,488)	Strategic Finance and Resources	106,944	(101,869)	5,075
911,979	(582,892)	329,087	TOTAL CABINET MEMBER PORTFOLIOS	977,222	(588,578)	388,644
29,147	(2,289)	26,858	Borrowing and Investments	31,981	(1,914)	30,067
2,256	(77,193)	(74,937)	Contingencies & Corporate Budgets	2,256	(17,127)	(14,871)
16,057	0	16,057	Levies From Other Bodies	16,724	0	16,724
48	0	48	Parish Precepts	54	0	54
969	0	969	Revenue Contribution to Capital Spend	4,243	0	4,243
1,398	(2,758)	(1,360)	Contributions to / (from) Reserves	2,821	(4,817)	(1,996)
961,854	(665,132)	296,722	NET BUDGET AFTER SPECIFIC GRANTS, FEES & CHARGES	1,035,301	(612,436)	422,865
			Financed by:			
0	(189,491)	(189,491)	Council Tax	0	(199,924)	(199,924)
0	(107,231)	(107,231)	Retained Business Rates	0	(222,941)	(222,941)
0	(296,722)	(296,722)	TOTAL RESOURCES	0	(422,865)	(422,865)

*Restated to reflect changed responsibilities

Appendix 4 – Capital Programme 2026-27 to 2030-31

CABINET MEMBER – ADULT SERVICES

CAPITAL SCHEME	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Disabled Facilities Grant	5,732	5,797	5,711	5,440	5,511	28,191
TOTAL APPROVED PROGRAMME	5,732	5,797	5,711	5,440	5,511	28,191

RESOURCES	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Grant	5,732	5,797	5,711	5,440	5,511	28,191
TOTAL RESOURCES	5,732	5,797	5,711	5,440	5,511	28,191

CABINET MEMBER – CHILDREN & YOUNG PEOPLE

CAPITAL SCHEME	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Pathways to Care	100	100	100	100	100	500
Residential Children's Homes Strategy	595	4,929	0	0	0	5,524
TOTAL APPROVED PROGRAMME	695	5,029	100	100	100	6,024

RESOURCES	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Capital Receipts	0	200	0	0	0	200
Corporate Resources	100	100	100	100	100	500
Prudential Borrowing	595	4,729	0	0	0	5,324
TOTAL RESOURCES	695	5,029	100	100	100	6,024

Appendix 4 – Capital Programme 2026-27 to 2030-31

CABINET MEMBER – CITY SERVICES

CAPITAL SCHEME	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Active Travel	6,677	2,500	0	0	0	9,177
CRSTS – Coventry South Package	3,403	7,857	0	0	0	11,260
CRSTS - Foleshill Transport Package	2,129	0	0	0	0	2,129
CRSTS – Tile Hill Station Interchange	2,500	1,100	0	0	0	3,600
Highways Investment	11,343	7,055	7,025	6,055	6,055	37,533
Information, Communication & Technology	1,140	700	700	700	700	3,940
Local Network Improvement Plan	2,704	2,034	2,034	2,034	2,034	10,840
Simpler Recycling	43	0	0	0	0	43
Street Lighting – LED Upgrade	4,359	4,260	0	0	0	8,619
Transportation Section 106	1,000	1,000	1,000	1,000	1,000	5,000
Vehicle & Plant Replacement	6,573	2,177	7,512	2,005	2,187	20,454
TOTAL APPROVED PROGRAMME	41,871	28,683	18,271	11,794	11,976	112,595

RESOURCES	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Capital Expenditure Revenue Account	2,669	2,669	2,669	2,669	2,669	13,345
Capital Receipts	440	0	0	0	0	440
Grant	26,427	17,577	7,090	6,120	6,120	63,334
Prudential Borrowing	10,932	6,437	7,512	2,005	2,187	29,073
Section 106	1,403	2,000	1,000	1,000	1,000	6,403
TOTAL RESOURCES	41,871	28,683	18,271	11,794	11,976	112,595

Appendix 4 – Capital Programme 2026-27 to 2030-31

CABINET MEMBER – EDUCATION & SKILLS

CAPITAL SCHEME	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Basic Need	34,606	22,149	10,882	10,000	45,695	123,332
Condition	2,000	2,000	2,000	2,000	2,000	10,000
Devolved Formula Capital	489	489	489	489	489	2,445
Doly Moch	325	325	0	0	0	650
Suitability/Access	150	150	150	150	150	750
Woodlands School	5,198	1,000	0	0	0	6,198
TOTAL APPROVED PROGRAMME	42,768	26,113	13,521	12,639	48,334	143,375

RESOURCES	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Capital Expenditure Revenue Account	325	325	0	0	0	650
Corporate Resources	1,000	0	0	0	0	1,000
Grant	40,144	23,994	13,162	12,639	33,687	123,626
Prudential Borrowing	0	0	0	0	14,418	14,418
Section 106	1,299	1,794	359	0	229	3,681
TOTAL RESOURCES	42,768	26,113	13,521	12,639	48,334	143,375

Appendix 4 – Capital Programme 2026-27 to 2030-31

CABINET MEMBER – HOUSING & COMMUNITIES

CAPITAL SCHEME	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
City Centre Cultural Gateway	20,691	4,873	0	0	0	25,564
Housing Venture	1,043	0	0	0	0	1,043
Purchase of Temporary Accommodation	3,027	1,803	3,375	1,314	0	9,519
Start for Life	103	105	107	0	0	315
TOTAL APPROVED PROGRAMME	24,864	6,781	3,482	1,314	0	36,441

RESOURCES	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Capital Expenditure Revenue Account	809	887	1,434	0	0	3,130
Capital Receipts	1,479	0	0	638	0	2,117
Grant	4,059	4,021	2,048	676	0	10,804
Prudential Borrowing	18,397	1,873	0	0	0	20,270
Section 106	120	0	0	0	0	120
TOTAL RESOURCES	24,864	6,781	3,482	1,314	0	36,441

Appendix 4 – Capital Programme 2026-27 to 2030-31

CABINET MEMBER – JOBS, REGENERATION & CLIMATE CHANGE

CAPITAL SCHEME	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Business Energy Advice Service	233	0	0	0	0	233
City Centre Regeneration	17,500	16,860	7,978	7,038	4,030	53,406
Coventry Very Light Rail	8,000	11,311	0	0	0	19,311
Friargate	4,000	0	0	0	0	4,000
Growing Places	430	410	960	0	0	1,800
Integrated Settlement - Great British Energy Solar Partnership	141	0	0	0	0	141
Integrated Settlement - Mayoral Renewable Fund	820	0	0	0	0	820
Integrated Settlement - Retrofit Pilot	4,706	4,658	0	0	0	9,364
Loans	78	0	0	0	0	78
Pride in Place Impact Fund	1,500	0	0	0	0	1,500
West Midlands Investment Zone	10,691	3,961	350	0	0	15,002
TOTAL APPROVED PROGRAMME	48,099	37,200	9,288	7,038	4,030	105,655

RESOURCES	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Capital Receipts	1,973	410	960	0	0	3,343
Corporate Resources	0	2,546	0	0	0	2,546
Grant	42,126	34,244	8,328	7,038	4,030	95,766
Prudential Borrowing	4,000	0	0	0	0	4,000
TOTAL RESOURCES	48,099	37,200	9,288	7,038	4,030	105,655

Appendix 4 – Capital Programme 2026-27 to 2030-31

CABINET MEMBER – PUBLIC HEALTH, SPORT & WELLBEING

CAPITAL SCHEME	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Parks	440	0	0	0	0	440
Play Areas	694	262	35	40	1,525	2,556
Playzones	700	970	0	0	0	1,670
TOTAL APPROVED PROGRAMME	1,834	1,232	35	40	1,525	4,666

RESOURCES	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £m
Capital Expenditure Revenue Account	440	0	0	0	0	440
Corporate Resources	0	200	0	0	0	200
Grant	600	657	0	0	0	1,257
Section 106	794	375	35	40	1,525	2,769
TOTAL RESOURCES	1,834	1,232	35	40	1,525	4,666

Commercial Investment Strategy

This strategy is produced in line with statutory government guidance on Local Government Investments issued under the Local Government Act 2003. It sets out how commercial investments are managed, other than those covered by the Treasury Management Strategy (Section 2.4) and specifically covers investments in shares, loans provided by the Council and commercial property holdings.

The key areas covered in the strategy are:

- **Transparency and democratic accountability.**
- **Contribution of investments** to achieving the objectives of the Council.
- Consideration of the balance between the **security, liquidity, and yield** of investments.
- The need to assess **security and the risk of loss** when making or holding an investment.
- The need to determine the **liquidity** of investments, including the determination of the maximum periods for those investments, and how funds can be accessed when needed.
- The **proportionality** of the investments given the overall size of the authority.
- The authority's approach to **borrowing purely to profit** from an investment or "borrowing in advance of need" as it is referred to in the guidance.
- The need to ensure that members and statutory officers have the appropriate **capacity, skills, and culture** to make informed decisions in respect of investments.
- The use of technical **indicators** to assess risk and return.
- The Council's approach to investment for yield.

The Council's Commercial Investments

The Council holds investments that, whilst commercial in certain respects, fulfil significant service or policy objectives, through providing wider public services, including supporting economic growth. These investments are categorised as shares, loans, and property:

- **Shares in companies**, with the main holdings being in six companies: the Coventry & Solihull Waste Disposal Company, Birmingham Airport, Sherborne Recycling Ltd, Coventry Municipal Holdings Ltd, Friargate JV Project Ltd and the UK Battery Industrialisation Centre (UKBIC). In total, shares held by the Council had a value of £107m as at 31/03/2025 (£116m at 31/3/2024). This represents decreases in the value of the shares rather than changes to cash funds invested. An estimated £52m of the £107m represents capital funds invested over time. Share dividend income totalled £12.1m in 2025/26.

In respect of holding shares the Council faces two main financial risks: a fall in dividend income and a fall in the value of the shares, with the potential that the initial investment may not be recovered. To limit this risk, an upper limit of £55m (Indicator 5) is maintained on the sum invested in shares, excluding any change in the value of shares already held.

- **Commercial property** holdings across Coventry, including offices, shops and retail units assembled over many years. In total, commercial property held by the Council had a value of £317m as at 31/3/2025 (£302m as at 31/3/2024) with forecast net rental income of £13.3m in 2026/27. The fair value of commercial property is assessed annually.
- **Loans provided and committed** by the Council (“service loans”) are forecast to total £35.6m as at 31/3/2026 with the significant main loans provided or committed to: Sherborne Recycling Ltd (£14.6m); Coombe Abbey Park Ltd loans (£8.1m); Friargate Holdings 2 Ltd (£4.2m) and SMEs and other local business funding through Coventry and Warwickshire Reinvestment Trust (£2.1m).

The main risk when making service loans is that the borrower will be unable to repay the principal lent and interest due. To limit this risk and ensure that total exposure to such loans remains proportionate to the size of the authority an upper limit of £45m (Indicator 4) is set on the sum invested, excluding any change in the value of service loans already held. This total is £15m lower than the 2025/26 limit of £60m, due to lower loan commitments already made.

The total of the share and loan limits referred to above is £100m (shares £55m and loans £45m). In some respects, the limits can be viewed as a combined total for *financial* contributions to developments, as opposed to investment by the council directly in acquiring or building physical assets.

Transparency and Democratic Accountability

In line with the Investment Guidance, the Strategy will be prepared annually and will be approved by Council, with any material changes being presented to Council for approval. As part of the wider Budget Report incorporating the related treasury management and capital strategies, this strategy will be openly available on the Council’s website. In addition, there is extensive reporting in respect of commercial investments within the Statement of Accounts. The Council’s constitution, through the application of approval thresholds, ensures that investment schemes are considered for approval at the appropriate level, considering materiality.

Contribution to the Objectives of the Council

The Council invests to support the wider provision of local and regional public services, including to stimulate economic growth and develop employment opportunities. Investments made within the city or region have a service dimension that those made outside of the region are unlikely to have. Business cases for individual investments, will include the purpose of the investment and how it meets Council objectives.

Security, Liquidity and Yield

Strategic plans including financial plans embodied within the Medium-Term Financial Strategy, as well as business cases for individual investments, will include the consideration of the security, yield and liquidity of the investments, together with the associated risk management arrangements and the proportionality of the investment within the Council’s wider financial standing.

Risk Assessment

Although not investing primarily for yield (see section “Borrowing to Fund Commercial Investment,” below), the Council nevertheless assesses the risk of loss before making and also whilst holding commercial investments, as set out below:

Investment Type	Approach to Risk Assessment
Shares	<ul style="list-style-type: none"> • Reviewing the underlying Business Plan of the organisation, including the assumptions about the market in which the company operates. In understanding the market in which the organisation operates external advice will often be needed. • Assessing the financial strength of the organisations through the use of independent credit assessments and ratings (where available), and the review of published accounts and financial reports. • Considering governance issues, including potentially those set out in audit or external advice reports of the organisation. • Considering risk management including the identification of risk issues through an organisation’s statement of accounts and internal risk registers where appropriate. • Regular reporting to the council’s shareholder committee. <p>Once shares have been acquired, the Council manages its interest as a shareholder through a number of routes including Board membership/appointment; monitoring of financial and other reporting information; operation of shareholder panels.</p>
Commercial Property	<ul style="list-style-type: none"> • Undertaking a detailed financial and operational due diligence assessment, prior to acquiring commercial property assets, identifying the relevant risks (e.g. financial, operational). The assessment includes condition, mechanical and electrical surveys, a review of the occupational leases, title investigations etc to ensure that the Council has full knowledge of the asset to be acquired. The financial assessment includes consideration of full life costs, including capital investment requirements, the level and security of income and potential alternative use returns. • Using the Council’s extensive local market knowledge developed through its longstanding ownership and management of commercial property within the city. • Credit rating assessments are conducted on the tenants of the properties that are being acquired in order to determine the strength of the covenant and security of forecast income.

	<p>Once acquired properties are then managed by the Council's Commercial Property Management Team, whilst financial performance, including yields etc is monitored through the Council's developing property performance review arrangements.</p>
<p>Service Loans</p>	<ul style="list-style-type: none"> • Reviewing the underlying business case for the loan, including where appropriate project or wider organisation business plans. This will include consideration of relevant market information. • Seeking security through asset specific or other legal charges. • Assessing the financial strength of the organisation through the use of independent credit assessments and ratings (where available) and the review of published accounts and financial reports. • Including appropriate financial covenants in loan agreements. • Managing the potential budgetary impact of any risk of loss, for example by the “up front” resourcing of any capital spend through the use of capital receipts rather than borrowing. <p>Once provided, service loans are managed in order to minimise the chance and mitigate the impact of any default. Loans are administered to ensure the timely payment of interest and principal, and long-term security of the Council's interest. Monitoring information is provided by borrowers, at a level appropriate to the individual loan, including for example, statutory financial and management reporting information. Loans are assessed under IFRS9 for impairment, using the “expected credit loss model”.</p>

As appropriate, the local authority will use external advisors to assess the market, legal, financial, and technical advice in respect of all investment types. To monitor and maintain the quality of the advice the authority will:

- identify appropriate providers, where appropriate procuring through a competitive process.
- ensure clarity about: its needs, the scope and specification of works, resources required, outputs and timescales.
- ensure oversight of the contract, strong communication and post contract review.

Liquidity of Investments

Where resources need to be generated this requirement is managed through the Council's wider processes, including the Medium-Term Financial Strategy (MTFS). This can, for example, take the form of identifying savings within spending programmes or the use of reserves, although ultimately it could entail the sale of assets. Where asset sales are required, the MTFS based corporate approach ensures

that the need to realise resources can be focused across the Council's entire asset base rather than being restricted to specific assets. This strategic approach helps maximise flexibility and the potential to realise value from asset disposals, in a timely manner.

As ordinary shares have no defined maturity or repayment period, liquidity will depend on the ability to sell the shares at any point in time and therefore the market at the time of sale. Consequently, no maximum investment or maturity periods are set. Similarly, the liquidity of a particular property purchased as an investment will depend on the market at the point of sale.

The terms of service loans provided by the Council will include provision for the repayment of the loan, thereby determining liquidity. Loan durations will vary and will in part be determined by the purpose of the particular loan, and the underlying spend being financed, with for example a loan to finance the construction of a building being repayable over a longer maximum term than a loan for the purchase of equipment.

Proportionality

The Council is forecast to generate total commercial income of £25.6m in 2026/27 (loan interest £1.4m, share dividends £10.9m and net property rents £13.3m). Whilst a significant cash sum contributing to the balancing of the Council's budget, this figure represents 5.6% of the Council's net revenue stream. In generating commercial income, the Council will seek to ensure that investments are diversified across different commercial asset types to manage risk. However, it is inevitable that Council investment will be focused in local areas in a way that is unlikely to be the case for national investors, reflecting the service dimension of investment decisions.

Borrowing to Fund Commercial Investment

The Treasury Management Strategy (section 2.4) sets out the benefits of the Council retaining access to PWLB borrowing. The authority will continue the policy of not investing in assets primarily for yield regardless of how the investment is funded, as this would jeopardise access to PWLB borrowing and be inconsistent with the Prudential Code (below). Under formal PWLB Guidance investment in the following areas are not deemed to be investment for yield: service delivery (education, highways & transport, social care, public health, culture & related services, environmental & regulatory services, police, and fire & rescue services); housing; regeneration; preventative action; refinancing and treasury management. Where individual projects have characteristics of several distinct categories, the section 151 officer of the authority is required to use their professional judgment to assess the main objective of the investment and consider which category is the best fit.

In addition, the requirements of the Prudential Code are in line with the rules for PWLB borrowing. The Code sets out the framework in which authorities are to manage commercial investments, classifying investments as being for one of three purposes:

- Treasury management, broadly for cashflow or treasury risk management purposes.
- Service delivery, held primarily and directly for the delivery of public services.
- Commercial return, held primarily for financial return with no treasury management or direct service provision purpose. This category can include commercial property.

In respect of investments for commercial return:

- The risks should be proportionate to the authority's financial capacity – i.e. that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services.
- Authorities must not borrow to invest primarily for financial return.
- However, authorities with commercial land and property can invest in maximising its value, including repair, renewal and updating of the properties.

In addition, the Code:

- states that it is imprudent for authorities to make any investment or spending decision that could increase the need for borrowing, unless it is related to the authority's functions and where financial returns are "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".
- confirms that authorities are not required to sell investments. However, they will need to review options for exiting commercial investments before borrowing, considering the value for money of taking out borrowing versus selling investments. In addition, a review will need to be included in the annual treasury or investment strategy.

In order to proactively manage risk and in line with proposed revisions to the statutory Minimum Revenue Provision (MRP) guidance, the authority will make MRP on such investments where they are resourced from borrowing, rather than relying on the value within the asset to cover the long-term debt impact of the investment.

Capacity, Skills, and Culture

The City Council ensures that it has the capacity, skills, and culture to effectively manage its commercial investments and the associated risk in a number of ways, including, by ensuring that:

- Qualified and experienced internal staffing resources are available in key areas including property management, finance, and legal services. External advisors are employed where specialist advice is unavailable internally e.g. in assessing business value in making significant share acquisitions.
- Investment proposals are subject to robust appraisal and business case assessments covering key areas e.g. security, yield and liquidity over the long term or full life of the investment, beyond the duration of the Council's Medium Term

Financial Strategy. The assessment of the business case is included at the appropriate level of detail in reports seeking member approval to the investment.

- The Council's constitution sets out clear and strong governance structures for the approval of financial transactions, including the thresholds for approval by Cabinet Member, Cabinet or Council etc. These arrangements are fundamental in ensuring that investment proposals are considered in the context of the Council's strategic objectives.
- The role of the Section 151 Officer is key in providing input into the consideration of investment proposals, from the initial detailed business case assessment through to approval by the relevant Cabinet Member, by Cabinet or Council. Where necessary, for example due to potential conflicts of interest, the role of Section 151 is undertaken by another appropriately qualified and experienced officer.
- This Commercial Investment Strategy, and associated indicators, support the proactive management of investments and associated risks into the Council's day to day activities. At a senior officer level, the Capital Investment Group is central to this.
- Strong in-year financial monitoring, including to Cabinet and Council continues as a cornerstone of the management of the Council's finances and associated risks.

Commercial Investment Indicators

A number of indicators are produced to support the strategy. The prime focus of the indicators is the management of risk and the demonstration of proportionality of the investments in the context of the Council's overall finance and asset base. In addition to the indicators set out, a number of others are used to support the day-to-day management of the investment portfolio. For example, extensive use is made of performance indicators in managing the Council's Investment Property portfolio.

Where data is not available, for example because the recommended indicator is inconsistent with the way that local authorities record data and manage their finances, then alternative indices are used instead, for the same purpose. The commercial investment indicators are summarised below and set out in detail in Appendix 6:

- **Investment Category Value (Indicator 1).** This indicator is designed to demonstrate risk exposure by indicating the value of commercial assets compared to all city council assets. Commercial assets are forecast to be 23.2% of total city council assets in 2026/27 (23.0% in 2025/26).
- **Debt Funding per Investment Category (Indicator 2).** Although historic borrowing is not identifiable to specific investments, the Council's underlying borrowing requirement, in the form of the Capital Financing Requirement, was 26.5% of total council assets by current value (as at 31/03/2025), indicating that assets provide approximately three times cover for the underlying borrowing requirement.
- **Rate of Return per Investment Category (Indicator 3).** Although rate of return is not calculated net of capital financing costs for the reasons referred to above (see Indicator 2), an alternative, based on gross income is used. In addition, the return is stated as a % of current value rather than historic cost as detailed data is not

held on the latter. The total income return on commercial investments is forecast to be 5.6% in 2026/27 (5.5% forecast for 2025/26).

- **Service Loans (Indicator 4) and Shares (Indicator 5).** Unlike other commercial investment indicators these two indicators represent limits above which the City Council should not invest. These can only be varied with the approval of Council and are referred to in the earlier section “The Council’s Commercial Investments” in which the investment types are covered in greater detail.
- **Debt: Net Revenue Stream (Indicator 6) and Commercial Income: Net Revenue Stream (Indicator 7).** These indicators demonstrate the proportionality, both for the level of the Council’s debt and of its reliance on commercial income. Debt is forecast to represent 70.3% of NRS in 2026/27 (98.7% for 2025/26) and commercial income 6.1% in 2026/27 (8.4% for 2025/26).

The use of indicators will be reviewed and refined to maximise the usefulness in managing commercial investments.

Treasury Management Prudential Indicators**Summary Prudential Indicators**

	Forecast 25/26 £000's	Forecast 26/27 £000's	Forecast 27/28 £000's	Forecast 28/29 £000's
1 Ratio of financing costs to net revenue stream:				
(a) General Fund financing costs	38,536	40,230	42,496	44,665
(b) General Fund net revenue stream	296,671	422,864	464,514	508,174
General Fund Percentage	12.99%	9.5%	9.1%	8.8%
2 Gross Debt & Capital Financing Requirement				
Gross debt including PFI liabilities	292,799	299,823	282,357	255,973
Capital Financing Requirement	541,296	552,564	540,297	519,942
Gross Investments	-50,000	-50,000	-50,000	-50,000
3 Capital Expenditure (Note this excludes leasing)				
General Fund	173,912	165,863	110,835	50,408
4 Capital Financing Requirement (CFR)				
Capital Financing Requirement	541,296	552,564	540,297	519,942
5 Authorised limit for external debt				
Authorised limit for borrowing	513,550	508,727	501,659	487,333
+ authorised limit for other long-term liabilities	77,968	63,837	58,638	52,609
= authorised limit for debt	591,519	572,564	560,297	539,942
6 Operational boundary for external debt				
Operational boundary for borrowing	493,550	490,727	483,659	469,333
+ Operational boundary for other long-term liabilities	77,968	61,837	56,638	50,609
= Operational boundary for external debt	571,519	552,564	540,297	519,942
7 Actual external debt				
actual borrowing at 31/03/25	256,718			
+ PFI & Finance Lease liabilities at 31/03/25	71,886			
+ transferred debt liabilities at 31/03/25	2,437			
= actual external debt at 31/03/25	331,041			
8 CIPFA Treasury Management Code ~ has the authority adopted the code?				Yes
9 Interest rate exposures for borrowing				
Upper Limit for Fixed Rate Exposures	513,550	508,727	501,659	487,333
Upper Limit for Variable Rate Exposures	102,710	101,745	100,332	97,467
10 Maturity structure of borrowing - limits	forecast	lower	upper	

under 12 months
 12 months to within 24 months
 24 months to within 5 years
 5 years to within 10 years
 10 years & above

1%	0%	50%
0%	0%	20%
0%	0%	30%
26%	0%	30%
73%	40%	100%

11 **Investments longer than 364 days: upper limit**

30,000	30,000	30,000	30,000
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Prudential Indicators

The CIPFA Code imposes on the Council clear governance procedures for setting and revising of prudential indicators and describes the matters to which a Council will 'have regard' when doing so. This is designed to deliver accountability in taking capital financing, borrowing and treasury management decisions. The Prudential Indicators required by the CIPFA Code are designed to support and record local decision making and not used as comparative performance indicators. There are eleven indicators shown on the previous page, and these are outlined below:

Revenue Related Prudential Indicators

Ratio of Financing Costs to Net Revenue Stream (indicator 1) – Definition Revised:

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs.

Capital and Treasury Management Related Prudential Indicators

Gross Debt and Capital Financing Requirement (Indicator 2):

The Council needs to be certain that gross external borrowing does not, except in the short term, exceed the total of the Capital Financing Requirement (CFR) in the preceding year plus the estimates of any additional capital financing requirement for the next three financial years. The CFR is defined as the Council's underlying need to borrow for capital purpose, i.e. its borrowing requirement. The CFR is the amount of capital expenditure that has not yet been financed by capital receipts, capital grants or contributions from revenue.

Capital Expenditure (Indicator 3):

This indicator is an estimation of the Council's future capital expenditure levels, and these underpin the calculation of the other prudential indicators. Estimates of capital expenditure are a significant source of risk and uncertainty, and it is important that these estimates are continually monitored and the impact on other prudential indicators (particularly those relating to affordability) assessed regularly.

Capital Financing Requirement (Indicator 4):

As outlined in Indicator 2 above, the CFR represents the Council's underlying need to borrow for capital purposes.

Authorised Limit for External Debt (Indicator 5):

This statutory limit sets the maximum level of external borrowing on a gross basis (i.e. excluding investments) for the Council. Borrowing at this level could be afforded in the short term but is not sustainable. The Authorised limit has been set on the estimated debt with sufficient headroom over and above this to allow for unexpected cash movements.

Operational Boundary for External Debt (Indicator 6):

This indicator refers to how the Council manages its external debt to ensure it remains within the statutory Authorised Limit (See Indicator 5). It differs from the authorised limit as it is based on the most likely scenario in terms of capital spend and financing during the year. It is not a limit, and actual borrowing could vary around this boundary for short times during the year.

Actual External Debt (Indicator 7):

This indicator identifies the actual debt at the end of the previous financial year as recognised with the Statement of Accounts.

Adoption of the CIPFA Treasury Management Code (indicator 8):

This indicator is acknowledgement that the Council has adopted CIPFA's *Treasury Management in the Public Services: Code of Practice*.

Interest Rate Exposures for Borrowing (Indicator 9):

These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The Upper Limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could impact negatively on the overall financial position.

Maturity Structure of Borrowing – Limits (Indicator 10):

This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, thereby managing the effects of refinancing risks. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

Investments Longer than 364 days: Upper Limit (Indicator 11):

This indicator sets an upper limit for the level of investment that may be fixed for a period greater than 364 days. This limit is set to contain exposure to credit and liquidity risk.

All these prudential limits need to be approved by full Council but can be revised during the financial year. Should it prove necessary to amend these limits, a further report will be brought to Cabinet, requesting the approval of full Council for the changes required.

Liability Benchmark

This indicator sets out a long-term comparison of the underlying need to borrow vs the level of existing borrowing, and therefore gives a projection of the level of borrowing required. The indicator is presented as a forecast over 25 years:

Year End	Loans Capital Financing Requirement	Net Loans Requirement	Liability Benchmark	Actual Borrowing	Forecast Borrowing Required
	£m	£m	£m	£m	£m
2026	450.9	152.5	192.5	-260.6	0
2027	470.8	211.4	251.4	-230.6	20.8
2028	479.5	235.1	275.1	-230.6	44.5
2029	463.9	234.5	274.5	-230.6	43.9
2030	439.5	225.1	265.1	-230.6	34.5
2031	408.2	200.2	240.2	-230.6	9.6
2032	420.8	219.4	259.4	-230.6	28.8
2033	416.1	221.5	261.5	-230.6	30.9
2034	411.4	223.8	263.8	-194.6	69.2
2035	406.8	226.2	266.2	-176.6	89.6
2036	402.1	228.9	268.9	-171.6	97.2
2037	397.4	231.6	271.6	-155.6	116
2038	392.7	234.6	274.6	-155.6	119
2039	388.1	227.8	267.8	-155.6	112.2
2040	383.4	220.9	260.9	-155.6	105.3
2041	378.7	214.0	254.0	-155.6	98.4
2042	374.1	207.0	247.0	-155.6	91.4
2043	369.4	200.0	240.0	-150.6	89.3
2044	364.7	192.8	232.8	-150.6	82.2
2045	360.0	185.7	225.7	-149.3	76.4
2046	355.4	178.4	218.4	-149.3	69.2
2047	350.7	171.1	211.1	-149.3	61.9
2048	346.0	163.8	203.8	-143.3	60.5
2049	341.4	156.4	196.4	-137.2	59.1
2050	336.7	148.9	188.9	-131.2	57.6

Loans Capital Financing Requirement (LCFR) – the underlying requirement to borrow for capital financing purposes, excluding PFI. This increases as new capital spend to be resourced from borrowing is incurred and falls as MRP is made as a provision to repay borrowing. The LCFR is based on the capital programme set out in this report.

Net Loans Requirement (NLR) - the LCFR less resources available to temporarily fund borrowing requirements from available cash (e.g. cash backing up reserves, net current assets). The NLR assumes that the authority holds no investment balances.

Liability Benchmark (LB) - the NLR plus a liquidity allowance of £40m, representing the gross forecast level of borrowing required at each year end assuming that the authority holds a cash/investment balance of £40m as a liquidity buffer.

Actual Borrowing - the total level of existing borrowing reducing over time as borrowing matures for repayment. This figure assumes no new borrowing and that LOBO loans of £38m mature at their contractual date and excludes PFI and transferred debt liabilities.

Forecast Borrowing Required - the Liability Benchmark less Actual Borrowing, representing the net forecast total level of borrowing required at each year end. Factors that impact on this 25-year forecast include the future level of: reserves; net current assets (e.g. debtors and creditors); capital expenditure; capital resourcing; Minimum Revenue Provision; debt repaid early (e.g. LOBOs in advance of the contractual maturity date).

Commercial Investment Indicators

Investment Category Value: Total Gross Asset Value – Current

1 Value (i)

	2025/26 £000	2025/26 Ratio	2026/27 £000	2026/27 Ratio
Service Loans	35,592	1.8%	34,664	1.8%
Service Shares	116,456	5.9%	106,610	5.4%
Investment Property	301,809	15.3%	317,125	16.1%
Total Commercial Assets	453,858	23.0%	458,399	23.2%
Total Council Assets *	1,974,093		1,974,093	

* Assumes asset value is constant over the period

2 Debt Funding per Investment Category

The Council's underlying borrowing requirement, in the form of the Capital Financing Requirement as at 31/3/2025, was 26.5% (27.1% as at 31/03/2024) of total council assets by current value.

3 Rate of Return (on Gross Asset Value)

	2025/26 Income £000	2025/26 Return %	2026/27 Income £000	2026/27 Return %
Service Loans (ii)	1,627	4.6%	1,470	4.2%
Service Shares	12,080	10.4%	10,894	10.2%
Investment Property	11,364	3.8%	13,250	4.2%
Total Commercial Assets	25,072	5.5%	25,613	5.6%

4 Service Loans: 2026/27 Upper Limit - Capital Invested (ii)

Service Loans	2025/26 £000	2026/27 £000 forecast	2027/28 £000 forecast
Group Entities		8,472	7,787
Local Organisations		24,299	24,056
Service Users		1,868	1,868
Total Existing Loans		34,639	33,711
Future Loans/Headroom		10,361	11,289
Total Loans Limit	60,000	45,000	45,000

5 Shares: 2026/27 Upper Limit - Capital Invested (ii)

Shares	2023/24 £000	2024/25 £000 forecast	2025/26 £000 forecast
Group Entities		39,488	39,488
Local Organisations		12,019	12,019
Total Existing Shares (iv)		51,508	51,508
Future Investment		3,492	3,492
Total Shares	55,000	55,000	55,000

6 Debt: Net Revenue Stream

Debt: NSE	2025/26 £000	2026/27 £000
Net Service Expenditure	296,722	420,704
Gross Debt	292,799	297,386
Ratio	98.7%	70.7%

7 Commercial Income: Net Revenue Stream

Commercial Income: NSE	2025/26 £000	2026/27 £000
Net Service Expenditure	296,722	420,704
Gross Investment Income	25,072	25,613
Ratio	8.4%	6.1%

Notes:

(i) Current value includes revaluation changes and impairment adjustments, in addition to capital invested

(ii) Capital invested excludes revaluation changes and impairment adjustments.

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FINDINGS FROM THE COUNCIL'S BUDGET PROPOSALS 2026/27 CONSULTATION

February 2026

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Background

Between December 2025 and January 2026, the Council undertook a six-week period of consultation on priorities for 2026/27, prior to making the final decisions on its budget.

For the first time in about 15 years, the council anticipates being able to meet its legal duty of setting a balanced budget for 2026/27 without requiring significant service reductions, thanks to expected improvements from the Government's Fair Funding reform.

In 25/26 the council was able to invest, on a one-off basis, money in services for the first time in many years. We would like to build on that in 2026/27 and the feedback collected will shape the way we plan our budget for 2026-2027.

Consultation Methodology

The Council hosted a survey on its engagement platform Let's Talk Coventry asking for people's views on our proposed priorities. This survey was publicised through the Council website, newsletters and social media.

Posters publicising the survey and engagement sessions were in libraries and family hubs. Hard copies of the survey were available in all our libraries, alongside a dedicated phone number to request more information.

Online and face to face workshops were held. These sessions were open to all stakeholders and provided further opportunities to engage and comment on the proposed priorities.

In addition as part of the consultation process, members from Scrutiny Board 1 provided their feedback on January 14.

Responses

3,300 people visited the Let's Talk Coventry page, with 1,400 of them downloading a document and 917 respondents completed the survey.

2 email responses were received.

The following sections summarise the main findings and comments that were raised through the public consultation. All feedback has been consolidated and summarised in the following report.

A full list of comments from the online survey and written feedback can be received by contacting budgetsetting@coventry.gov.uk

Feedback from the on-line survey

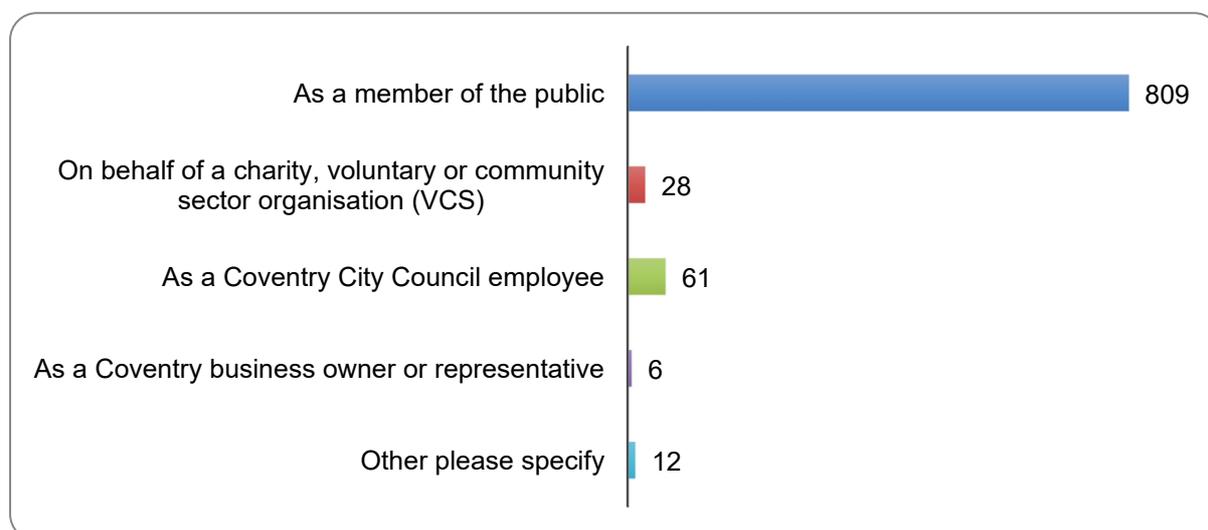
Response Rate

917 responses were received overall. We received 3 hard copy surveys and 914 online responses.

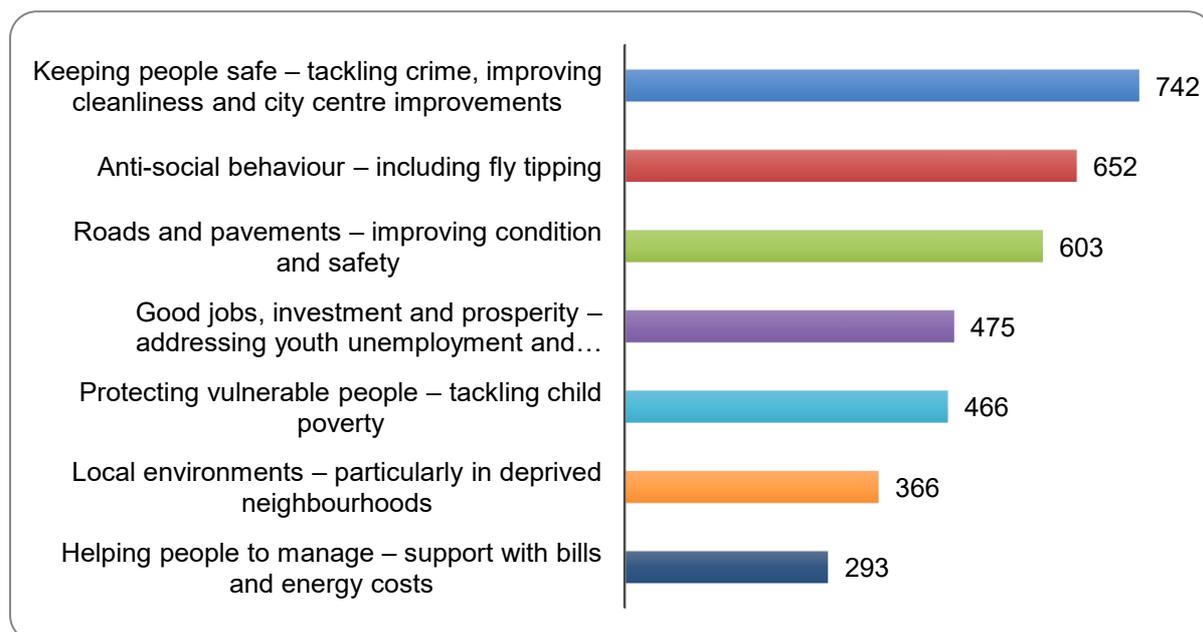
The majority of respondents were from members of the public, 809

Responses were received from the following organisations:

Local charities (Carriers of Hope, Hope Coventry, Alzheimer's Society), Residents' groups (Poppy Court Residents) Faith-based groups (Walsgrave Baptist Church), Community projects (SPONGATE Community Project, Clifford Bridge Community Association), Cultural organisations (The Coventry Music Museum, Historic Coventry Trust), Education providers and schools (Sidney Stringer Academy, Hereward College, Grace Academy Coventry), Other community hubs (Tile Hill Community Food Hub, Voluntary Action Coventry) and local businesses (Avrona Media, D T & A LTD / MATRIX Safety Training, The Ultimate Phonic Sonic Treat Studio's)

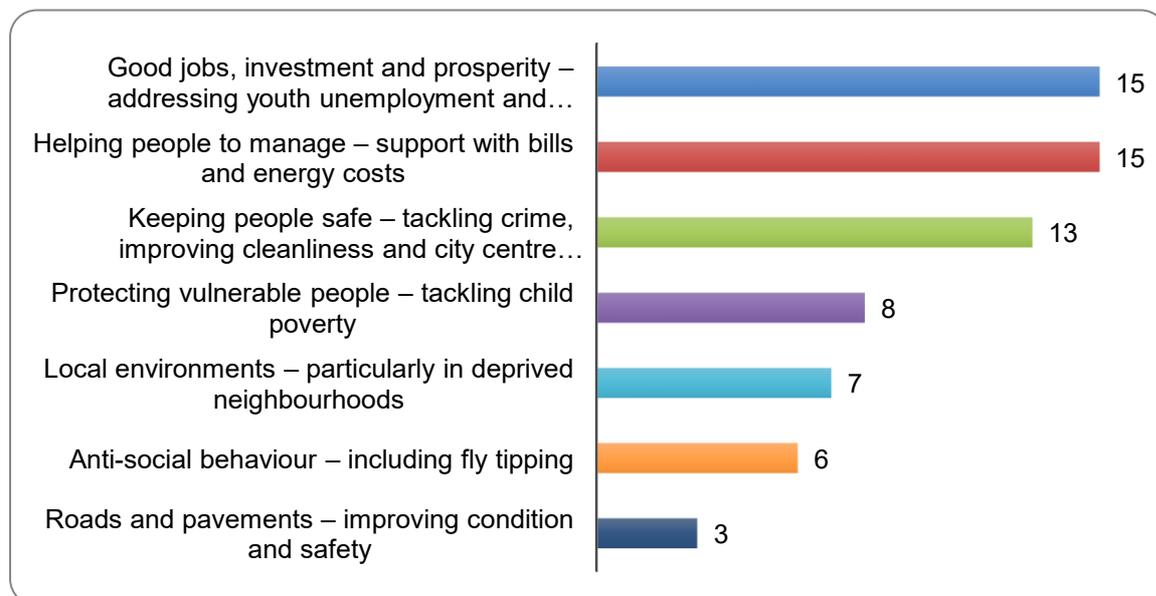


Which are the most important priorities to you? Tick all that apply



Keeping people safe, tackling crime and improving cleanliness and the city centre was felt to be the most important priority, followed by anti-social behaviour including fly tipping and then improving roads and pavements.

Interestingly the feedback from the session with young people showed different priorities were more important to them.



Good jobs – including youth employment and education and helping people to manage were the top two priorities, followed by keeping people safe.

How Coventry Can Deliver Its Key Priorities

Respondents were asked to give suggestions how the council can deliver on the proposed key priorities. The following shows the major themes against each of our seven priorities.

Good Jobs and Prosperity

- Residents consistently emphasised practical routes into work and local economic regeneration
- Expand apprenticeships, especially within the Council—residents repeatedly asked for the return of a strong apprenticeship pipeline
- Partner with businesses, Chamber of Commerce, universities, and SMEs to unlock work experience and career entry for under-25s
- Regenerate local high streets (e.g., Riley Square, Ball Hill, Foleshill Rd) and support independent traders with lower rents/business incentives
- Improve links between schools and employers, including early work-readiness, mentoring, and vocational pathways

Helping People Manage Costs

- Many residents asked for simple, direct support—targeted, accessible, and easy to claim
- Better-coordinated welfare advice, including in Family Hubs, libraries and community venues
- Expand access to the Household Support Fund, ensuring processes don't penalise larger families or those who need repeat help
- Promote energy-saving and insulation schemes—some residents suggested solar installations or local panels of support
- Support grassroots charities, especially those mentioned frequently such as Hope Coventry, CAB, Good Neighbours and food support networks

Community Safety & Tackling Anti-Social Behaviour

- This was one of the most mentioned theme: more presence, faster response, stronger enforcement
- Re-establish neighbourhood wardens, not just one or two posts—residents explicitly compared Coventry to nearby councils with larger teams
- Increase visible policing and joint patrols with the Police in known hotspots (Broadgate, Foleshill Rd, Spon End, Jubilee Crescent)
- Enforce illegal e-scooter/bike use, pavement riding, and dangerous driving—one of the most frequent complaints
- Create a direct ASB reporting pathway to the Council, which residents repeatedly said is currently missing
- Install more CCTV (including covert) in fly-tipping and ASB hotspots

Protecting Vulnerable People

- Respondents highlighted mental health, SEND, elderly isolation, refugees/asylum support, and domestic abuse
- Increase capacity in Community Safety and Community Warden teams to better support vulnerable victims of ASB
- Strengthen early-help services, especially in schools, Family Hubs, and youth settings
- Invest in SEND services, EHCP pathways, and early assessment—as delays were a major recurring concern
- Support elderly people through schemes like Good Neighbours, which were praised heavily
- Increase ESOL provision to help refugees integrate socially and economically

Improving Local Environments & Tackling Fly-Tipping

- Residents expressed high levels of frustration with waste, fly-tipping, neglected areas and maintenance
- Daily fly-tipping response teams (many residents explicitly suggested this)
- Targeted CCTV + faster prosecution using “name and shame” approaches where legally appropriate
- Open access to the recycling centre or remove booking requirements—cited by many as a barrier driving fly-tipping
- Work with landlords and enforce HMO standards, particularly waste management
- Regular street cleaning, especially in hotspots such as Hillfields, Foleshill, Spon End, Radford, and Willenhall
- Community volunteering schemes, litter-picks, local ambassadors, and pride-in-place programmes

Roads and Pavements

- This topic had a large level of feedback—residents feel repairs are too slow, too temporary, or poorly done
- Shift from patching to full-surface repairs, especially in high-traffic residential areas
- Audit and enforce utility company reinstatement standards, which many blamed for recurring defects
- Publish a public repair schedule, so residents can see when repairs are coming
- Prioritise accessibility, ensuring pavements are safe for disabled and elderly residents—many cited hazards and trip risks
- In summary the following are key themes that have emerged very strongly from the comments.

Visibility – officers on the streets, not behind screens.

Speed – faster response times for ASB, waste, and road reports.

Enforcement – consistent consequences for waste, driving, parking, and ASB.

Partnerships – with Police, charities, employers, schools, universities.

Community involvement – co-creation, volunteering, neighbourhood forums.

Communication – clearer reporting, updates, and transparency about action.

Additional Priorities Raised by Residents

In addition to the Council’s stated priorities, residents highlighted several further areas requiring attention.

Priority	Frequency
Environment, Climate & Green Spaces	61
SEND, Disability Support & Inclusion	54
Health, Social Care & Wellbeing	48
City Pride, Cleanliness & Public Realm	46
Transport, Traffic & Public Transport	44
Arts, Culture, Heritage & Events	42
Housing Supply, Affordability & Standards	38
Leisure, Sport & Community Wellbeing	35
Community Cohesion, Integration & Anti-Hate Work	30
Policing, Enforcement & Visible Presence	29
Homelessness, Rough Sleeping & Support for Vulnerable Adults	25
Youth Provision	22
Business Support, Local Economy & High Streets	21
Cost of Living	19
Council Engagement & Accountability	15
Voluntary & Community Sector Support	13
Digital & Customer Services	12

Environment, Climate & Green Spaces

Environmental concerns were wide-ranging: from flooding and drainage to renewable energy support for low-income households. Residents called for increased biodiversity, tree planting, green-belt protection, improved air quality and better maintenance of parks and natural spaces.

SEND, Disability Support & Inclusion

A major and repeated theme was the need for significantly improved SEND and disability provision. Residents called for more specialist school places, reduced waiting times, improved transport, and better support for disabled adults and children. Accessibility, both physical (pavements, crossings, leisure facilities) and digital was also emphasised as a priority.

Health, Social Care & Wellbeing

Concerns around access to GPs, urgent care and mental health support featured strongly. Residents highlighted the need for more support for carers, isolated older adults and people at risk of entering social care, alongside improving training and capacity within social work.

City Pride, Cleanliness & Public Realm

Street cleanliness, graffiti, maintenance of signage and lighting, and visible improvements to public spaces were seen as essential to restoring pride and improving perceptions of the city.

Transport, Traffic & Public Transport

Beyond road maintenance, residents raised issues with bus frequency and affordability, cycling infrastructure, congestion management, coordination of roadworks and enforcement around parking and school-gate safety.

Arts, Culture, Heritage & Events

Communities identified culture as important for identity, pride and economic vitality. Priorities included supporting arts organisations, protecting heritage buildings and reinstating popular events such as Christmas activities and city-wide celebrations.

Housing Supply, Affordability & Standards

There was strong concern about housing affordability, availability of social housing and quality issues linked to HMOs and rogue landlords. Many also raised issues around overdevelopment and infrastructure pressures.

Leisure, Sport & Community Wellbeing

Residents valued investment in parks, sports centres, swimming facilities, tennis courts and community-based wellbeing spaces. They also emphasised outdoor play and accessible leisure opportunities.

Community Cohesion, Integration & Anti-Hate Work

Residents expressed concern about rising tensions linked to racism, hate crime, misogyny and homophobia. They highlighted the role of culture, arts and events in strengthening cohesion, while stressing the need for more community hubs and action on symbols seen as intimidating.

Policing, Enforcement & Visible Presence

Concerns extended beyond crime to include dangerous driving, fireworks, noise, illegal vehicles and fly-tipping. Residents consistently requested more visible policing and enforcement, including licensing for food delivery riders.

Homelessness, Rough Sleeping & Support for Vulnerable Adults

There was a strong call for action on homelessness, rough sleeping, street drug use and begging—particularly in the city centre. Residents also emphasised the importance of fairer emergency accommodation and tailored support for care leavers and vulnerable people.

Youth Provision

The loss of youth clubs and safe spaces was highlighted across communities. Residents called for more activities for teenagers, inclusive facilities and support for young people at risk.

Business Support, Local Economy & High Streets

Residents highlighted the need to support small businesses, strengthen the high street, encourage investment and improve the city centre's retail and leisure offer. Barriers within council processes were also cited.

Cost of Living

Residents asked for council tax not to be increased, concerns about fees such as garden-waste charges, and support for households who fall just outside benefit eligibility.

Council Engagement & Accountability

Residents want more direct engagement from councillors, better reporting on outcomes, and clearer information on council decisions and spending.

Voluntary & Community Sector Support

The crucial role of VCSE organisations was repeatedly noted. Residents asked for stable funding, reduced bureaucracy and stronger partnership working.

Digital & Customer Services

Improvements were requested in communication, responsiveness and accessibility of council services, including fixing issues with the council app and reducing unnecessary bureaucracy.

Social Media Comments

Approximately 200 comments were made in response to our social media posts across all channels. The main themes were:

Topic	Frequency
Roads & potholes / pavements	30
Street cleaning, litter & fly-tipping	26
Council tax & funding / finance	20
Consultation trust & listening	15
Parks & play / public spaces	13
Cycle lanes & road schemes / VLR	12
SEND & education / school transport	8
Housing & homelessness / HMOs	8
Business & high street regeneration	8
Bins & waste services reliability	7
Policing, ASB & CCTV / safety	6
Drains & flooding	5
Parking & enforcement	5
Speeding & traffic management	4

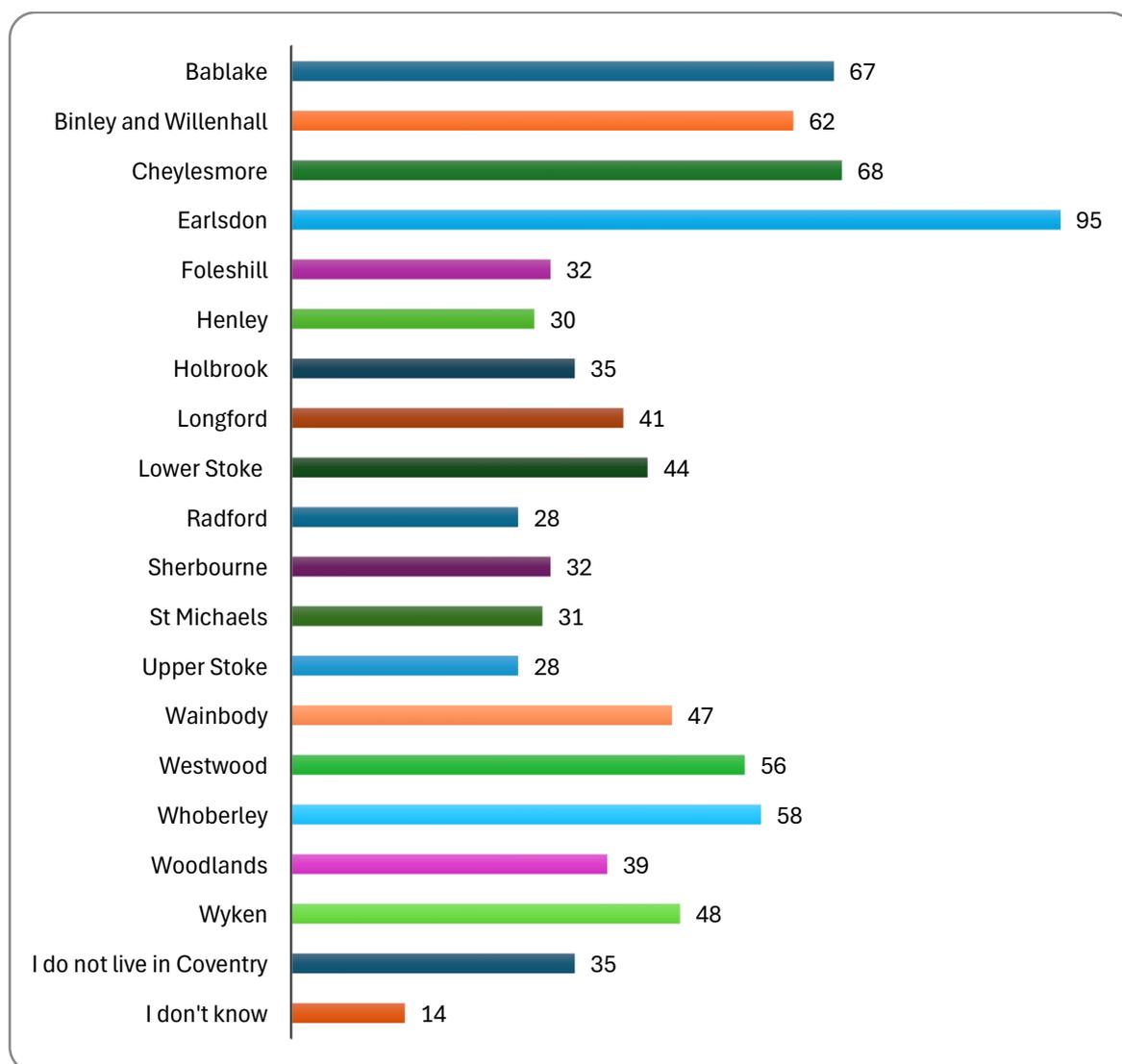
Residents consistently highlight issues such as potholes, poor road surfaces, damaged pavements, and confusing or unpopular road layouts (e.g., fly-tipping, litter, weeds, street cleanliness, dog fouling, and drainage problems). There are repeated frustrations about unreliable bin collections, insufficient street cleaning, and maintenance issues across neighbourhoods, with several commenters citing specific streets or long-standing unresolved reports. Many believe Coventry feels “dirty” or poorly maintained and want more visible, consistent upkeep and enforcement.

Another major theme is scepticism about council decision-making, spending priorities, and trust in the consultation process. Multiple residents express doubt that their input will be considered, accusing the council of being out of touch or acting only because elections are approaching. Concerns arise about perceived waste—cycle lanes, the Very Light Railway, and road schemes are frequently cited as unnecessary or poorly justified investments. Several comments also reference financial mismanagement (e.g., City of Culture issues) and question whether council tax should rise given new funding.

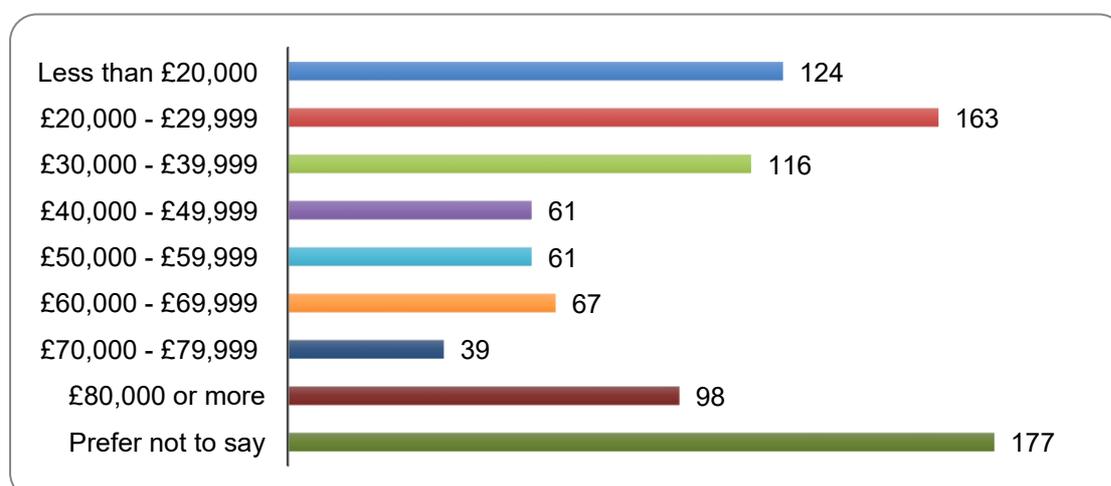
Residents call for more social housing, better SEND provision, improved school transport, increased policing, action on anti-social behaviour, and support for young people through apprenticeships or youth hubs. Others ask for regeneration of local shopping areas, support for small businesses, improved parks and public spaces, and community-focused improvements like CCTV or zebra crossings outside schools. Alongside this are calls for more transparency—on infrastructure contributions, financial savings, and how reports or issues are handled by the council.

Profile of Survey Respondents

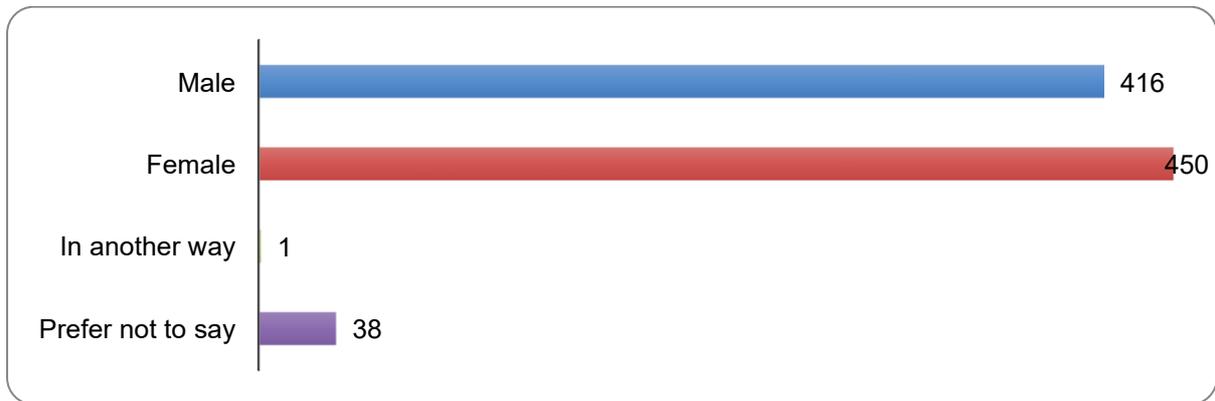
Which area of Coventry are you from?



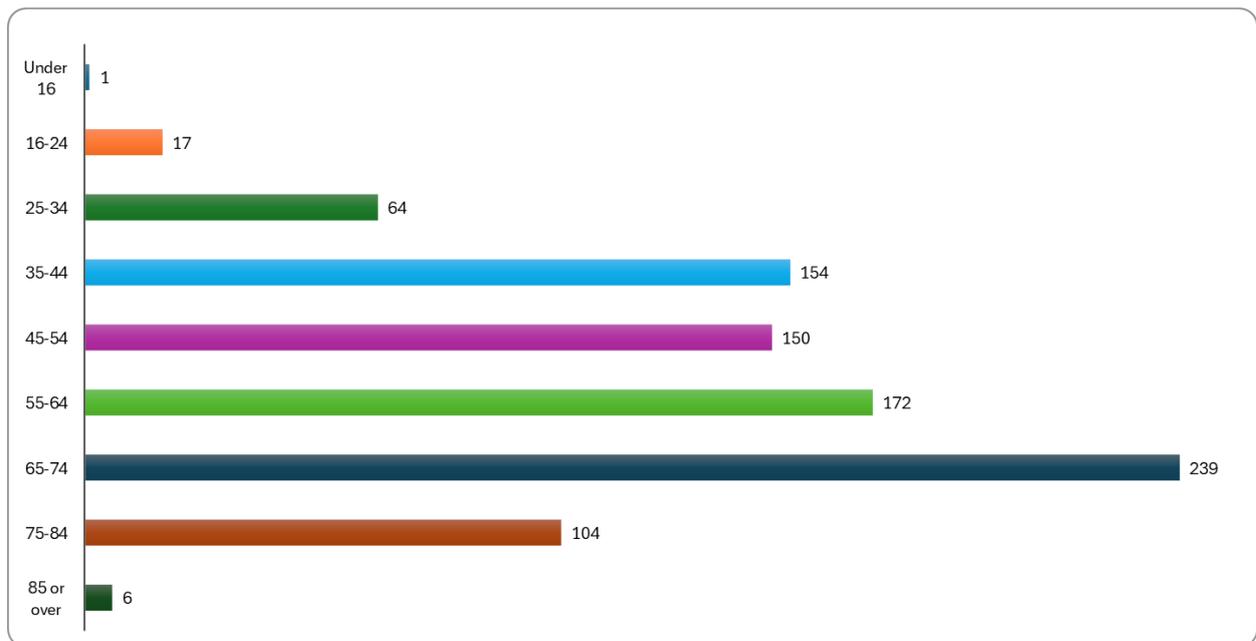
What is your household income?



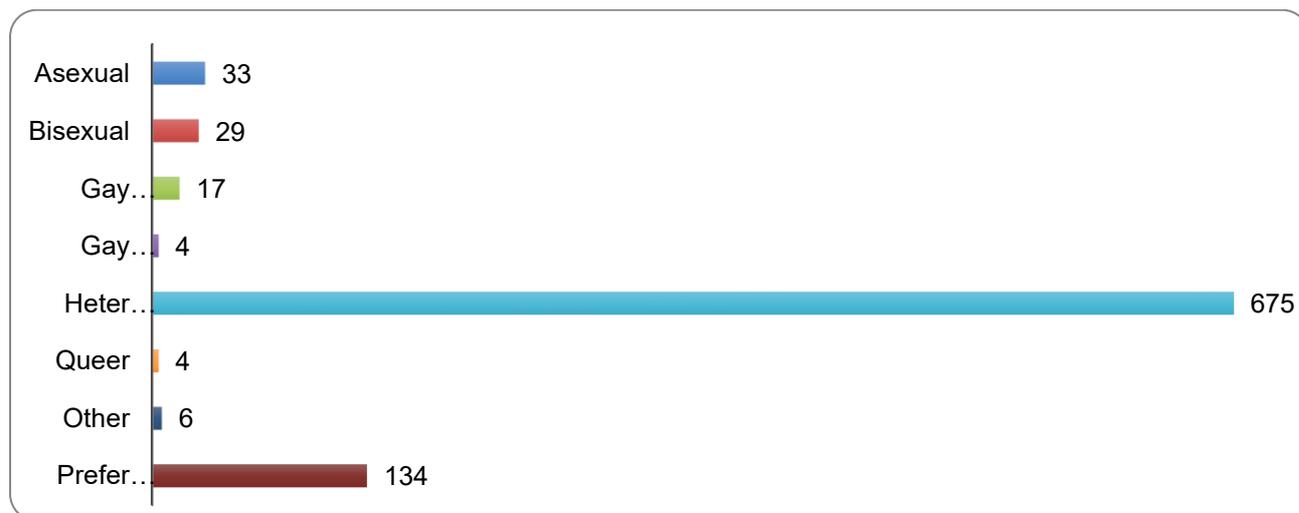
How would you describe yourself?



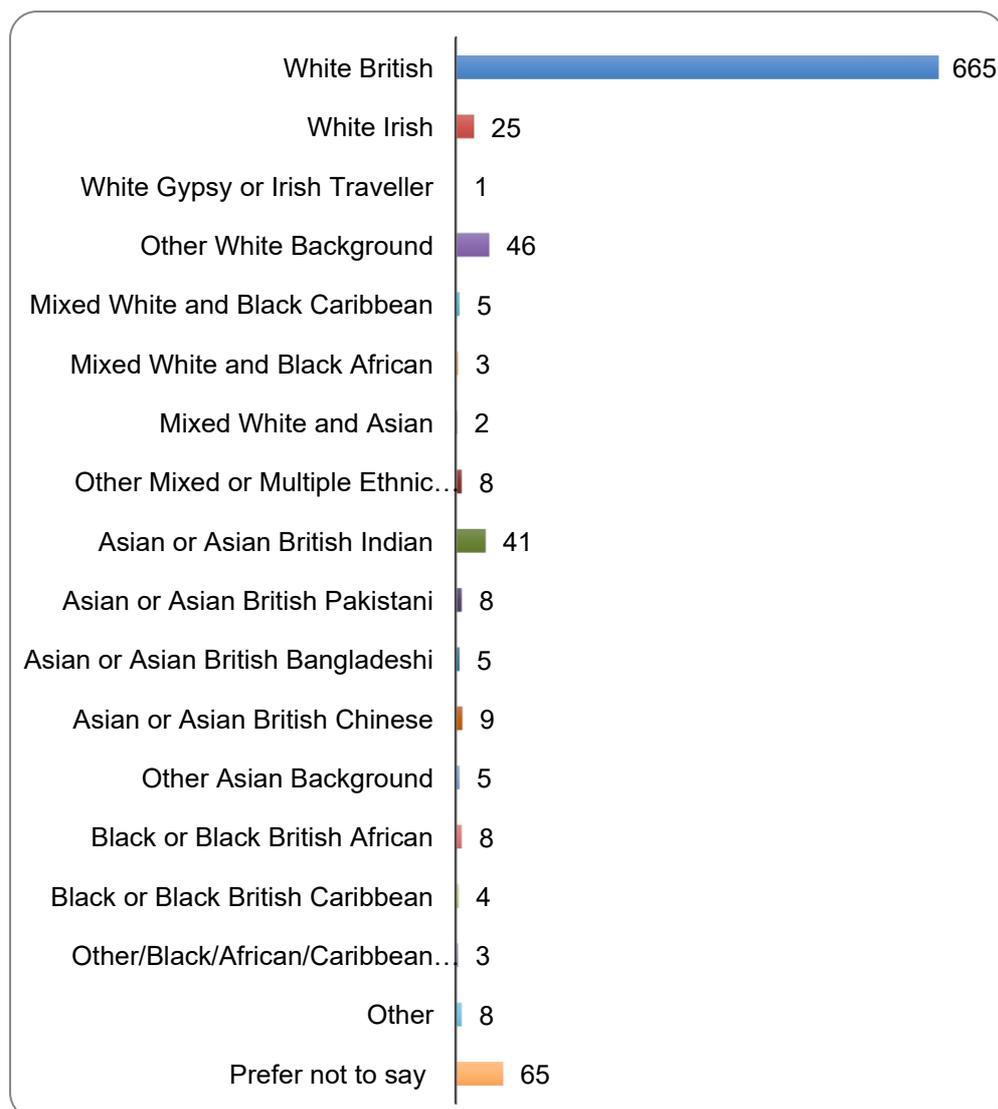
What age group are you in?



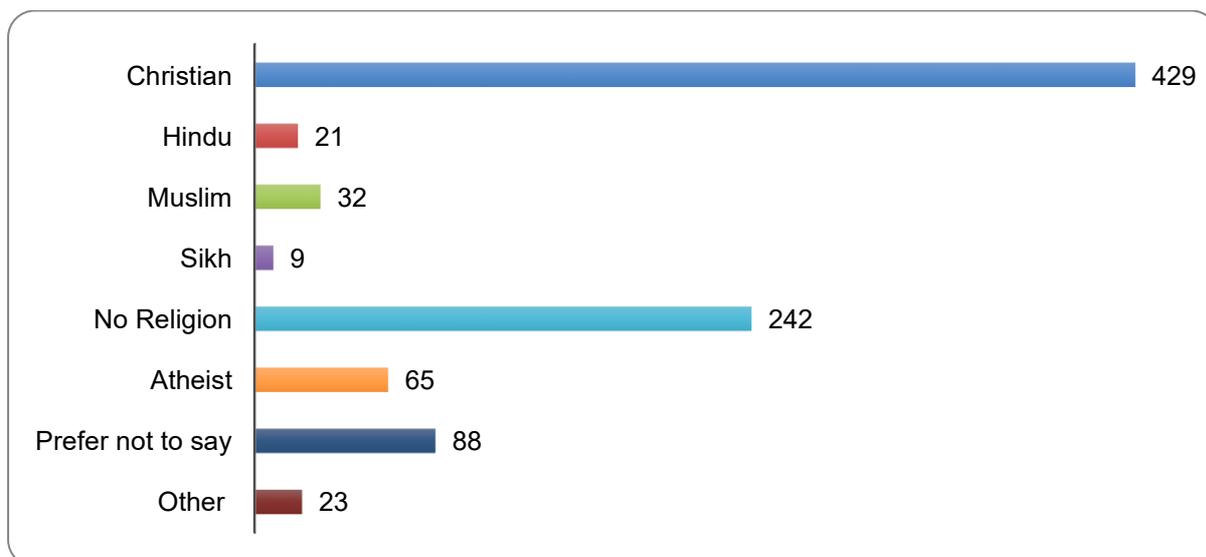
What is your sexual orientation?



Which of the following best describes your ethnic background?



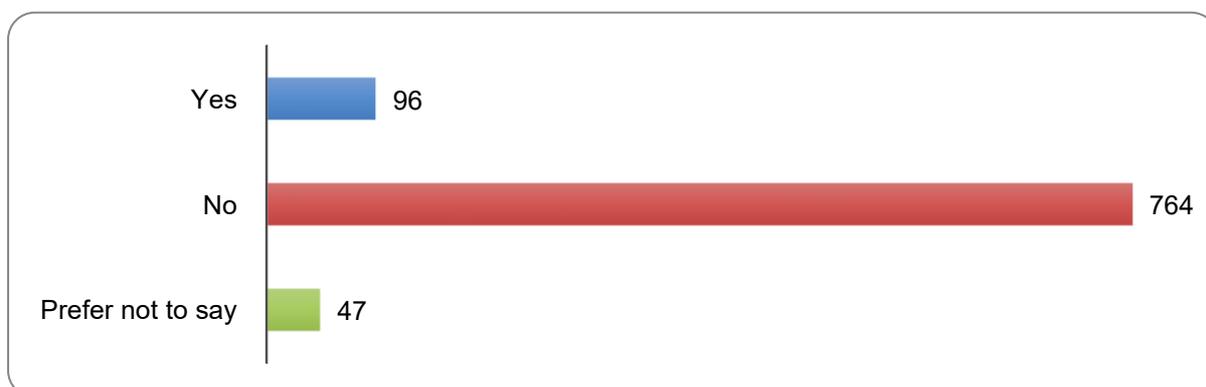
What religion do you consider yourself to be?



Do you consider yourself to be a disabled person?



Do you, or a member of your immediate family, currently serve, or have previously served, in the armed forces?



Email Responses

2 responses were received.

CELC's

Coventry's most vulnerable residents are under increasing pressure from reduced welfare support, rising living costs, and high sanction rates. The statement urges the Council to prioritise these groups in the 2026/27 budget. It highlights that strong, independent advice and support services are essential to preventing hardship and must be reinvested in, especially as new national policies come into force.

Joint statement CELC and CIAS

“Coventry Citizens Advice and Central England Law Centre work in partnership to support Coventry residents facing the greatest inequalities, rising pressure from housing insecurity, debt and welfare issues.

We are committed to a coordinated advice system that is easy to access, resolves problems early where possible and escalates promptly to specialist legal support where needed.

We will continue to share intelligence on emerging issues, strengthen referral pathways and work alongside the Council to deliver prevention that reduces crisis demand, protects vulnerable residents and improves outcomes for communities across the city.”

From a member of the public:

Coventry could lead the way by requiring new estates to be adopted by the Council, ending unfair private “fleecehold” charges and giving residents fairer, capped management costs.

Better management of affordable housing is also essential: agencies need proper funding and clear processes to tackle anti-social behaviour and protect neighbourhoods.

Feedback from Face to Face Session 15 January 2026

23 members of the public attended the session alongside 10 Council representatives.

Questions asked covered the following areas of concern:

Council Finance & Funding

- How much of the council's total budget comes from national government vs. council tax?
- Is there a time limit for spending the "headroom" funding (April 2027)?
- What is the social care precept and how does it work?

Local Area Issues (Primarily Foleshill, Coundon, Ball Hill, Willenhall, City Centre)

- Why is there little enforcement around double parking, speeding, and disorderly traffic?
- Why has street cleaning declined—why so much rubbish and neglect?
- What is the plan for improving health hazards caused by waste and overflowing bins?
- Why is street cleaning insufficient on roads with too many parked cars?
- Are restrictions in certain areas being reviewed?
- What powers does the council have (or need) from DfT regarding footway parking?
- Why is fly-tipping so different between areas like Coundon vs others?
- What is the timescale for resolving ongoing signage issues (e.g., Clifford Bridge Road)?
- Why is there stricter enforcement in other places (e.g., Barnsley) and at events (e.g., Ricoh) but not elsewhere?
- What is the process for reporting bins left out, and can it include GPS/photos?
- What is going to happen about serious issues in the city centre (violence, drugs, assaults)?

Youth Provision, Education & Skills

- What is being done to support young people aged 16–24, given gaps in provision?
- What apprenticeships or internships are being developed with organisations like PET-Xi?

- What is being done to expand SEND provision?
- How will schools be supported when they are “at breaking point”?
- How will the council work with faith groups or breakfast clubs to improve youth services?
- How will rising numbers of home-educated young people be supported?
- Could the youth service be brought back in-house rather than delivered via partners?
- How can better youth provision be created in both deprived and non-deprived areas?
- How can job-readiness funding and skills training be aligned with industry needs?

Housing, Growth & Infrastructure

- How will two schools cope with 600–700 new homes in Binley and Willenhall?

Parking & Street Management

- What is the council doing with additional revenue from parking charges?
- Why isn't there visible benefit from parking charge income?
- Why isn't leaf sweeping prioritised, given its impact on gullies and flooding?
- Could cameras be used to enforce red routes?

Feedback from Online Session 20 January 2026

10 people attended alongside 8 Council representatives.

Questions asked covered the following areas of concern:

Street Cleaning, Littering & Enforcement

- Concerns about ongoing littering problems.
- Questions on current cleaning efforts and enforcement levels.
- Interest in how to influence or change public behaviour

Waste & Recycling Policy Changes

- Clarification sought on new government recycling rules.
- Queries about separate food waste collections.
- Use of biodegradable bags.
- Introduction of new household waste containers.

Coventry Market & City Centre Redevelopment

- Concerns about how redevelopment will affect Coventry Market.
- Questions about support available to traders during transition.

Council Spending & Asset Purchases

- Questions around a £7.5m waste disposal item.
- Increased house purchases by the council.
- Whether these relate to specific acquisitions or funded programmes.

Home-to-School Transport Costs

- Concern over rising transport costs.
- Use of taxis.
- Exploration of alternative transport models.

Pavement Parking Enforcement

- Queries about enforcement plans and when new local authority powers will come into effect.

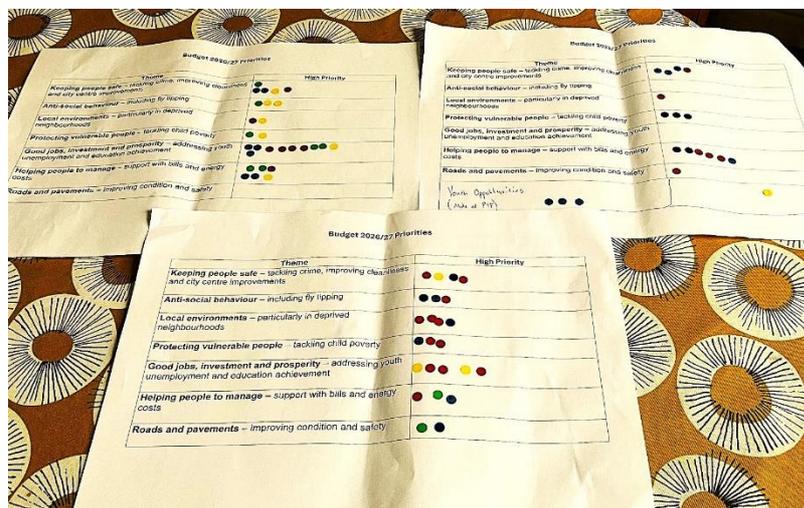
Software Licensing & Procurement

- Concerns about a reported overpayment on Microsoft licence contracts via Phoenix Software.

Feedback from Young People Session January 22 – Diamond Room 2

11 young people attended the session alongside Cllr Brown

Officers from, Childrens Services, Communications, Community Safety, Environmental Services, Finance and Performance and Planning



Theme	Number of Dots
Keeping people safe – tackling crime, improving cleanliness and city centre improvements	13
Anti-social behaviour – including fly tipping	6
Local environments – particularly in deprived neighbourhoods	7
Protecting vulnerable people – tackling child poverty	8
Good jobs, investment and prosperity – addressing youth unemployment and education achievement	15
Helping people to manage – support with bills and energy costs	15
Roads and pavements – improving condition and safety	3

Comments about proposed priorities:

Protecting vulnerable people, support for post 18 year olds

Prepare people moving from care – huge increase in Council Tax moving on from care (post 21)

Supporting people into work

City centre improvements

Don't feel safe after 7pm – Council will never be able to influence anti-social behaviour

Gangs

Council tax, energy and gas bills – people not putting heat on - people might not be confident to come to the Council for help – need to go to families/mosques/WATCH

Energy providers charging more than they should

If you miss one council tax payment you have to pay for the whole year in one go

Fly tipping/littering Walsgrave Rd/CV1

Hillfields has neglected areas

Parts of city not clean – “Dirty Hill” – instead of Foleshill

City centre safety – need safer spaces, lots of older men sitting on benches

Attitudes towards different groups – violence against women, public transport

Help with bills and energy

Immigrants struggle to use online forms – need to move away from online options

Information about how to get rid of big items of rubbish if no car or money

Shopping in the city centre – rather go to Birmingham better shops – more make up shops not just Boots and Superdrug

What is missing from our priorities

Education

Youth provision – give young people somewhere to go to rather than into town

Need more youth groups – safe spaces to be with friends

Stuff to do apart from HAF

Online access is an issue for certain communities – especially if English is a second language need help navigating systems

Shout more about safe space and child friendly cov

City Council programmes in secondary schools to encourage extra-curricular activities outside the syllabus

Abolish the Eurocentric curriculum Invest in social workshops in academic institutions

More investment in arts in secondary schools – drama/fine art/music – people are too academically focused to try and find a living

Cost of transport – transport between Coventry and Warwickshire is so expensive

Public transport too much congestion during rush hour need more buses for efficiency – delays impact on employee pay on the clock

Question areas asked at the Youth Budget Session

1. Cost of Living & Support for Care Leavers

- Strong concern about council tax increases for care leavers and a desire for a gradual transition into payments.

2. Lack of Youth Opportunities & Activities

- Young people feel there is little to do, leading to increased vulnerability to gang involvement and crime.
- Calls for more youth clubs, accessible parks, and seasonal activities—especially in winter.

3. Safety & Crime Concerns

- High-profile areas (e.g., McDonald's, The Burges) viewed as unsafe.
- Desire for more safe spaces, better promotion, and stronger preventative approaches rather than just policing.
- Increased police presence sometimes seen as escalating tension.

4. Awareness, Education & Early Intervention

- Need for early education in schools about gangs and safety—current interventions come too late (Yr 8/9).
- Requests for engaging external speakers, including those with lived experience.
- Calls for hotlines/services for care leavers and earlier, more accessible support.

5. Reaching Young People Not in School

- Significant gaps in provision for those not attending school, home-schooled, or socially isolated.
- Suggestions for HAF programme diversification, enrichment opportunities, and structured socialisation.

6. Neurodiversity & Mental Health in Schools

- Concerns that schools often ostracise children with behavioural or mental health needs.
- Positive examples exist, but provision is inconsistent across schools.

7. Social Media Harm & Family Dynamics

- Recognition of the destructive impact of social media, extremist content, and online drug dealing.
- Mixed views on banning social media; challenges around what parents know about social media and online risks

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Findings from the Council Tax Support Proposed Amendments 2026/27 CONSULTATION

About the Consultation

The council tax support scheme is a means-tested discount that is dependent on household income and circumstances.

Under certain circumstances, residents may become liable for council tax on more than one property and may only be entitled to claim support for one of those properties. This can cause anxiety and build debt for those who can least afford it.

The proposal is to extend assistance in any of the following circumstances for a limited time.

- They have left their original home through fear of violence, or
- Changes for disabled people are being made in their new home, like a wet bathroom or stairlift, or
- They have moved in the last four weeks and are liable to pay Council Tax for their original home as well as their new one

During December 2025 and January 2026, the proposal to change the council tax support scheme for working-age households was consulted on for a 6 week period.

This was displayed on our Let's Talk Coventry front page, and an email was sent directly to the Citizens Advice Bureau.

Responses and Feedback

There were 12 visitors to the page.

6 responses to the survey were received. This is a very small sample, and this must be taken into account when considering decision-making.

All 6 responded as Coventry residents.

Do you agree with the proposed temporary additional support where a resident is made liable for council tax for two homes in the specific situations stated?

How much do you agree	Strongly agree	Agree	Neutral
Number	3	2	1

A clear majority are in favour of the scheme, none of the respondents disagreed with the proposal; half of those responding (the largest group) strongly agree.

Responses were received from St. Michael's, Westwood, Woodlands and Binley & Willenhall.

How would you best describe yourself?

How described	Male	Female	Prefer not to say
Numbers	2	3	1

Ages of those responding

Age group	Number
16 – 25	1
26 – 35	1
36 - 45	2
46-55	1
56-65	1

All respondents are aged between 16 and 65

When asked about whether the respondents consider themselves to have a disability five said they did not, while one said yes.

How would you describe your ethnic background?

Ethnic Group	Number
White - English/Welsh/Scottish/Northern Irish/British	1
White Other	3
Asian/ Asian British – Indian	1
Black/ Black British – African	1

Of those responding to this question, two-thirds said they were White one person said they have an Indian background, and the other said they have African heritage.

COVENTRY CITY COUNCIL - EQUALITY IMPACT ASSESSMENT (EIA) 2025

Title of EIA		Council Tax Support Scheme 2026/2027
EIA Author	Name	L Sharma
	Position	Benefits Subsidy and Policy Lead
	Date of completion	February 2026
Head of Service	Name	B Strain
	Position	Head of Revenues and Benefits
Cabinet Member	Name	Cllr R Brown
	Portfolio	Strategic Finance and Resources

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

The Council Tax Support (CTS) scheme for working age households is a means-tested discount that helps households on low incomes pay their council tax bill. The level of support given depends on the income and household circumstances that may affect how much a household can pay.

The changes, which are the implementation of Council Tax Support on two homes, take effect from 1 April 2026.

The customer will not need to claim this additional temporary support through a separate channel, as eligibility will be checked and any further information requested, if necessary, when the customer notifies the Benefits Service of a change relating to one of the circumstances that qualifies for support for two homes.

Note: CTS scheme for people of pension age households is set in law by the Government. Therefore, this document only refers to scheme changes in respect of working age households.

Council Tax Support temporarily for two homes

The change is to give temporary additional support where a resident is made liable for council tax for two homes if:

- They have left their original home through fear of violence, or
- Changes for disabled people are being made in their new home, like a wet bathroom or stairlift, or
- They have moved within the last four weeks and have an unavoidable liability to pay council tax for both their original home and new home

This means that where a person is liable for council tax at their original home, at the same time as being liable at their new home, in the above circumstances they can claim CTS at both addresses for a temporary period, appropriate to the situation.

Impact:

The provision of temporary additional support is intended to reduce the likelihood of individuals falling into council tax arrears on one or both properties. Eligible residents are less likely to miss out due to limited awareness because eligibility will be checked and any further information requested, if necessary, when the customer notifies the Benefits Service of a change relating to one of the circumstances that qualifies for support for two homes.

The impact on the CTS expenditure would not be an unmanageable cost as the numbers involved are small, approximately less than 100 people per year, based on modelling from a previous year's data.

Public Engagement

Coventry City Council undertook a public consultation on the changes to the Council Tax Support scheme. The results were used to inform decisions about the model.

A variety of methods were used to ensure the consultation was accessible to all Coventry residents. Methods included:

- information through a Let's Talk page on the Council's website
- phone support, if requested
- information in an alternative language, if requested
- feedback through a short survey

This is not an exhaustive list.

1.3 List organisations and people who are involved in this area of work

- Coventry residents
- Benefits Service
- Financial Management
- Legal Services
- Council Tax collection and enforcement teams
- Public Health Insight team

- Advice agencies and third sector organisations
- Social landlords
- Precepting authorities
- Policy in Practice
- Airey Consultancy Service Ltd

1.4 Who will be responsible for implementing the findings of this EIA?

B Strain, Head of Revenues and Benefits

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

Data Sources to consider are:

- Previous research - consultation or EIAs carried out
- Customer feedback - including complaints, comments, surveys
- Employee feedback - including surveys, workforce monitoring, trade unions
- Specialist feedback - including focus groups, technical experts, subject specialists
- Feedback from organisations - such as those representing target groups
- National and local statistics –
 - National guidance or legislative requirements
 - Census data
 - Audit information
 - JSNA
 - Public health profiles
 - LG inform
 - Census
 - Office for National Statistics
 - Facts about Coventry
 - Breakdown of Coventry by Protected Characteristic
 - Armed Forces Veteran Data

Where possible, when you are analysing the data please try and break the data down by protected characteristic and additional groups.

2.1 Baseline data and information to include data

Please include a summary of data analysis below, using both your own service level management information. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA etc

In Coventry, Council Tax Support is currently awarded to approximately 16,000 working age households (aged 18 to 65).

Of this, approximately:

18% of customers have identified as being disabled.

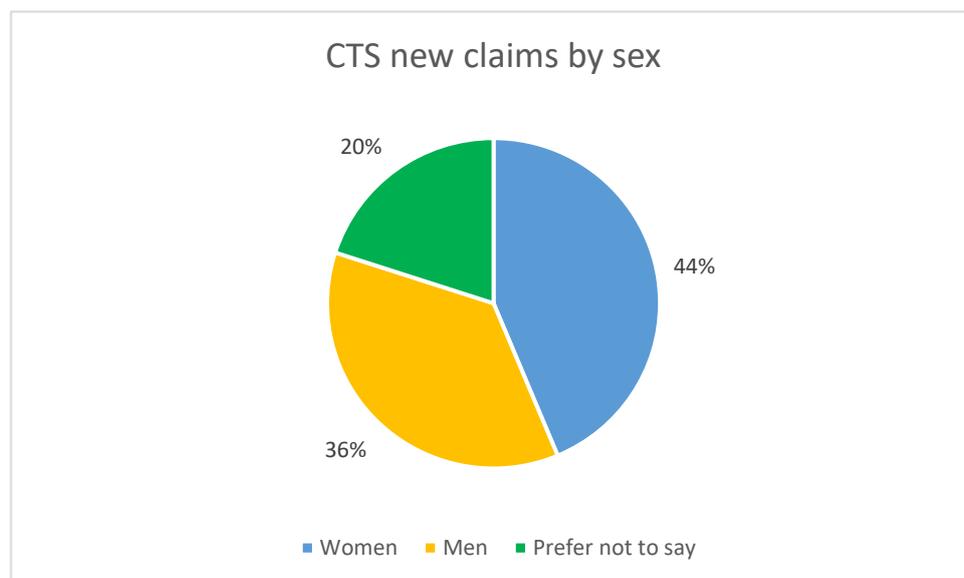
44% of customers are women and 36% are men.

Over 2/3rd of CTS new claims, are received from working age people

For the purposes of Council Tax Support, data is not routinely collected for the following protected characteristic equality groups:

- Marriage and Civil Partnership
- Pregnancy or maternity
- Religion and Belief
- Sexual orientation

CTS new claims by sex



The change would positively impact both women and men because they can temporarily be awarded Council Tax Support on two homes, if they meet any of the qualifying criteria.

Although, in respect of CTS on two homes for people who have left their original home through fear of violence, this is more prevalent among women. For example, a government report published this year, focussed on violence against women and girls in 2025. It shows that in the year ending March 2024, over 1.2 million women and over 550,000 men between the ages of 16 and 59 are estimated to have been victims of domestic abuse.

Estimated number of domestic abuse victims between the ages of 16 and 59

England and Wales, millions



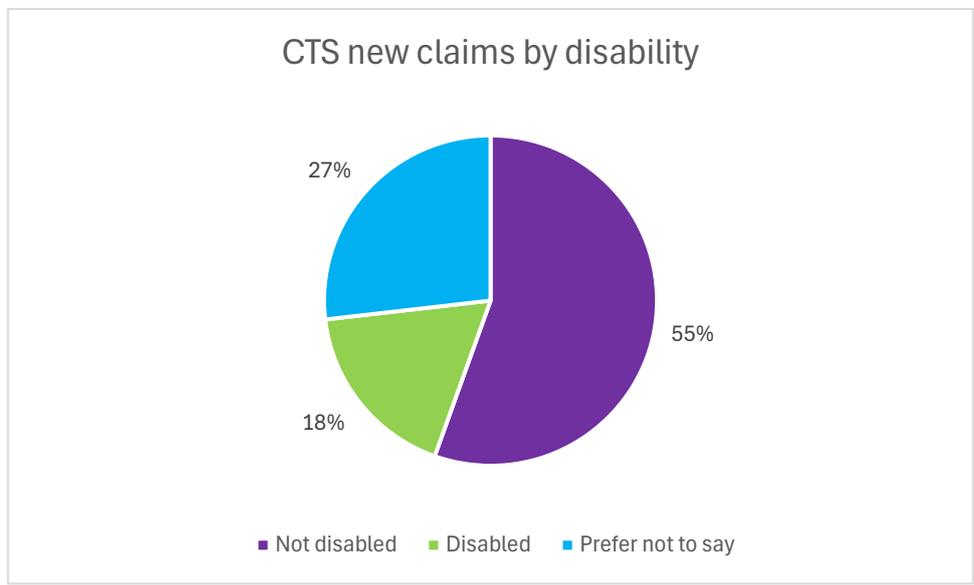
Source: UK Parliament Insight, 27 May 2025, Violence against women and girls in 2025.

Available at: <https://commonslibrary.parliament.uk/violence-against-women-and-girls-in-2025/>

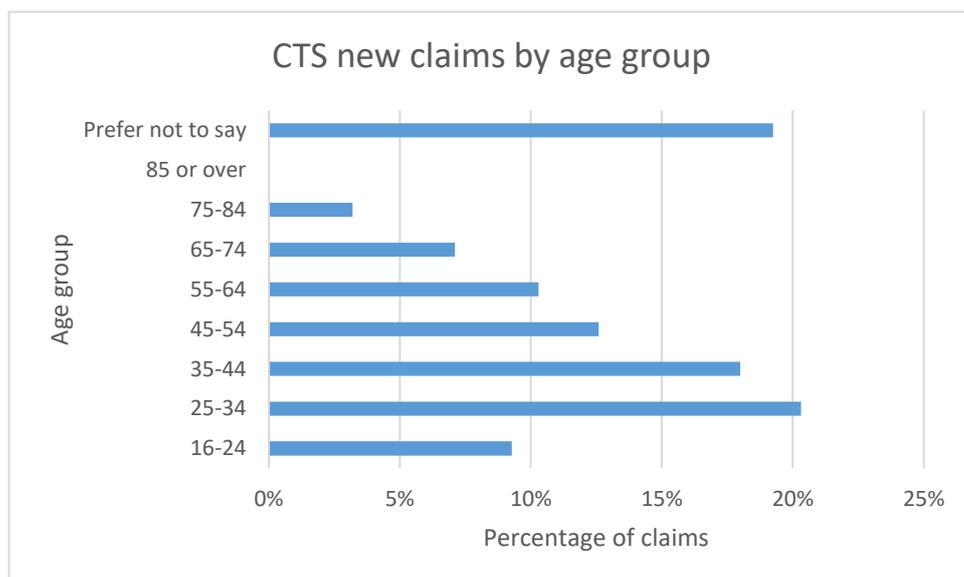
(Accessed: 1 December 2025)

Therefore, women are more likely to be positively impacted by this change, but it does not preclude men from being positively impacted too, if they meet the qualifying criteria.

CTS new claims by disability



18% of new Council Tax Support claims are received from people who identify as being disabled. The change would positively impact a disabled customer because they can temporarily be awarded Council Tax Support on two homes, if they meet the qualifying criteria.

CTS new claims by age

Over 2/3rd of new Council Tax Support claims, are received from working age people. The change would positively impact a working age person because they can temporarily be awarded Council Tax Support on two homes, if they meet the qualifying criteria, such as for unavoidable liability.

2.2 Please highlight which Marmot Principles this EIA supports

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Ensure a healthy standard of living for all
4. Create fair employment and good work for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups and Additional Groups**3.1 Based on section 2, complete the table below to show what the potential impact is for each of the protected groups.**

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

COVENTRY CITY COUNCIL - EQUALITY IMPACT ASSESSMENT (EIA) 2025

Please include considerations of health and digital inequality as part of your analysis below.

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-17	NI	There is no direct impact for this group. CTS households have dependant members in this age group. There would be an indirect positive impact for this group if their parent meets the qualifying criteria.
Age 18-65	P	Working age CTS customers are typically aged between 18 and 65, so this group will be positively impacted by the changes, if they meet the qualifying criteria. Otherwise, there will be no impact for this group.
Age 66 and over	NI	Pension age customers are currently those aged 66 or over. The rules governing CTS for people of pension age households are prescribed nationally by the Government, so will not be affected by the change to the CTS scheme.
Disability	P	This group will be positively impacted by the changes, if they meet the qualifying criteria. Otherwise, there will be no impact for this group.
Gender reassignment	NI	The changes are not based on this protected characteristic, so there is no direct impact for this group. However, there would be an indirect positive impact if they meet the qualifying criteria.
Marriage and Civil Partnership	NI	The changes are not based on this protected characteristic, so there is no direct impact for this group. However, there would be an indirect positive impact if they meet the qualifying criteria.
Pregnancy and maternity	NI	The changes are not based on this protected characteristic, so there is no direct impact for this group. However, there would be an indirect positive impact if they meet the qualifying criteria.
Race (Including: colour, nationality,	NI	The changes are not based on this protected characteristic, so there is no direct impact for this group.

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citizenship ethnic or national origins)		However, there would be an indirect positive impact if they meet the qualifying criteria.
Religion and belief	NI	The changes are not based on this protected characteristic, so there is no direct impact for this group. However, there would be an indirect positive impact if they meet the qualifying criteria.
Sex	P	Research evidence regarding sex and poverty, indicates women are more likely to be living in financial hardship than men. This is supported by receipt of more new CTS claims from women than men. People who leave their original home through fear of violence are more likely to be women and there is dedicated support through specific support centres, such as Women's Refuge. Therefore, women are more likely to be positively impacted by this change, but it does not preclude men from being positively impacted too by the changes, if they meet the qualifying criteria. Otherwise, there will be no impact for this group.
Sexual orientation	NI	The changes are not based on this protected characteristic, so there is no direct impact for this group. However, there would be an indirect positive impact if they meet the qualifying criteria.

3.2 Based on section 2, complete the table below to show what the potential impact is for each of the additional groups.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	The changes are not based on this protected characteristic, so there is no direct impact for this group. However, there would be an indirect positive impact if they meet the qualifying criteria.
Armed Forces	NI	The changes are not based on this protected characteristic, so there is no direct impact for this group. However, there would be an indirect positive impact if they meet the qualifying criteria.

COVENTRY CITY COUNCIL - EQUALITY IMPACT ASSESSMENT (EIA) 2025

Social Economic Groups	P	<p>Data for vulnerability, low income, mental health is not routinely collected for CTS purposes. However, this group will be positively impacted by the changes, if they meet the qualifying criteria. By awarding CTS on two homes, this will mean the customer is less likely to experience financial disadvantage from being liable for council tax at two properties at the same time.</p> <p>The customer will not need to claim this additional temporary support through a separate channel, as eligibility will be checked and any further information requested, if necessary, when the customer notifies the Benefits Service of a change relating to one of the circumstances that qualifies for support for two homes.</p> <p>Otherwise, there will be no impact for this group.</p>
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SECTION 4 – Next steps

Planned Action	Owner	Timescale
System testing to ensure possible to awards through CTS	A Maudlin	February 2026
User notes for system processing	R Hartopp	March 2026

4.2 How will you monitor and evaluate the effect of this work?

- Monitor groups requesting council tax section 13a 1 c (hardship fund) policy.
- Historically, the two homes awards could only be processed through hardship support to support those in the greatest need. But with implementation through CTS awards, these requests will no longer need to be processed through section 13a 1 c (hardship fund) policy. Therefore, the request will be monitored as there should no longer be section 13a 1 c (hardship fund) policy requests for the purpose of two homes.
- Monitor CTS on two homes awards
- Run reports through system processing to ensure these claims are being awarded as expected.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? No

If yes

Nature of impact and any mitigation required

There will be no impact on job numbers and no restructure planned as an outcome of these changes.

COVENTRY CITY COUNCIL - EQUALITY IMPACT ASSESSMENT (EIA) 2025

5.2 Please provide headcounts for the below.

If you think by completing this section's headcounts, employees will become identifiable please email equality@coventry.gov.uk for advice on data protection implications

Impact on Council staff - Sex

Female

Male

Impact on Council staff - Disability

Disabled

Not disabled

Prefer not to state

Unknown

Impact on Council staff - Ethnicity

White

Black, Asian, Minority ethnic

Prefer not to state

Unknown

Impact on Council staff – Sexual orientation

Heterosexual

LGBT+

Prefer not to state

Unknown

Impact on Council staff – Age

16-24

25-34

35-44

45-54

55-64

65+

Impact on Council staff – Religion

Any other

Buddhist

Christian

Hindu

Jewish

Muslim

No religion

Sikh

Prefer not to state

Unknown

COVENTRY CITY COUNCIL - EQUALITY IMPACT ASSESSMENT (EIA) 2025

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

SECTION 7 - Approval

Name of Head of Service: B Strain	Date approved by Head of Service: 04/02/2026
Name of Director: B Hastie	Date sent to Director: 04/02/2026

FINAL CUMULATIVE EQUALITY IMPACT ASSESSMENT

2026/2027 BUDGET-SETTING

Introduction

- 1.1. This report provides an assessment of the overall equalities implications of the 2026/27 final budget proposals, based on equality impact assessments carried out for each individual policy proposals included in the final budget report.
- 1.2. This report summarises the key cumulative equalities implications for the 2026/27 budget and provides more detail on the potential impact of the specific proposals. It seeks to show that we understand the likely equalities impact of the proposals, ensuring we comply with the Public Sector Equality Duty and are not disproportionately disadvantaging groups who share protected characteristics.
- 1.3. Through examining the likely cumulative impact of the various proposals, the Council can be better assured that any changes involved in the proposals are planned with due regard to our duties under the Equality Act to eliminate discrimination, advance equality of opportunity, and foster good community relations.
- 1.4. The equality impact assessments on the budget proposals have also been reviewed and updated following the conclusion of the consultation on budget setting for 2026/27.

2. Background

- 2.1 The Council has a Public Sector Equality duty under the Equality Act (2010) to have due regard to:
 - Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and those who do not.
 - Foster good relations between people who share protected characteristics and those who do not.
- 2.2. The equality duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council also needs to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.
- 2.3. Equality implications are assessed by reviewing the potential impact on those with protected characteristics as defined in the Equality Act 2010 and then

given a score of either no equalities impact, positive impact, negative impact, both positive and negative impact and unknown impact

- 2.4. No equalities impact indicates the proposal has no impact at all (either advantageous or adverse) on those who share protected characteristics.
- 2.5. A positive impact means the proposal is likely to benefit groups who share protected characteristics, leading to better outcomes for some or all these groups, helping to foster good relations between different groups and/or supporting equality of opportunity.
- 2.6. A negative impact means the proposal is likely to have an adverse impact on groups who share protected characteristics, potentially leading to worse outcomes or undermining good relations. In cases where a negative impact is anticipated, services should consider what actions can be taken to reduce or mitigate this impact.
- 2.7. Both positive and negative impact indicates that a proposal might potentially have both types of these impacts i.e. positive and negative impacts.
- 2.8. Unknown impact means that at this stage, the potential equalities impact of the proposal is unknown and will be confirmed as the proposals are further developed whereupon the likely equalities impacts (and the EIAs) will be reviewed taking into consideration any changes made or additional information that has come to light.

3. Key findings

- 3.1 There are 21 policy proposals in the 2026/27 budget report that have had individual equality impact assessments (EIAs) carried out. More detail about the substance of each proposal is included in the budget report. The table below outlines the assessment of each proposal and some analysis to support the outcome of the EIAs.
- 3.2 Of the 21 proposals, all are anticipated to have a positive impact. Overall, the anticipated impact (on service users with protected characteristics) of all the budget policy proposals taken together, can be seen to be positive.

4. Next Steps

- 4.1 If the savings proposals contained in the final budget setting report are approved, then the equality impact assessments will continue to be reviewed by services as work begins to implement the proposals operationally.

Equalities Impact Analysis by proposal

The table below outlines the initial assessment of the likely equalities impact of each proposal with some brief analysis giving further information. This is based on individual equality impact assessments (EIAs) completed for each proposal. EIAs require an assessment to be made against each protected characteristic and that the impact be evaluated as:

- positive
- negative
- both positive and negative
- no impact
- impact unknown (to be confirmed)

Theme	Proposal	Assessment of Impact	Analysis
Anti-Social Behaviour including Fly Tipping	Bringing the Tip to You	Positive	<p>The enhanced waste service will improve public health and safety by creating cleaner streets, reducing fly-tipping, and improving access to waste disposal, particularly benefiting children, older people, disabled residents, pregnant women, and deprived communities.</p> <p>Inclusive communication and accessible facilities will support equitable use across diverse groups</p>
	Build Your Future (EcoForce Crew)	Positive	<p>This initiative will deliver positive impacts for young people aged 16–24 who are NEET, including those who are disabled, care-experienced, from ethnic minority backgrounds, or from low-income households.</p> <p>Targeted support, mentoring, and paid placements will improve employment prospects, wellbeing, confidence, and long-term life chances while also enhancing community environments through cleaner, safer public spaces.</p>

Theme	Proposal	Assessment of Impact	Analysis
	New approach to tackle ASB	Positive	<p>The increased uniformed presence will have positive impacts across multiple groups by reducing antisocial behaviour, improving feelings of safety, and creating cleaner, safer public spaces.</p> <p>Children, older people, disabled residents, women and girls, LGBTQ+ communities, people of different faiths, and ethnic minority groups will all benefit through improved accessibility, reduced harassment, and stronger opportunities for engagement and support.</p> <p>Lower-income communities will also gain from safer environments and enhanced early-intervention activity.</p>
	Food Waste behaviour change	Positive	<p>The proposal positively impacts low-income households, residents in multi-occupancy buildings, children, older people, disabled people, and ethnic minority groups, who may face barriers such as limited space, accessibility needs, or language challenges.</p> <p>Targeted engagement, tailored communication, and practical support will help ensure these groups can understand and adopt the new process effectively.</p>
	Enhanced cleansing services	Positive	<p>The enhanced cleansing service will deliver positive impacts by creating cleaner, safer streets, reducing accident risks, improving accessibility for children, older people and disabled residents, and removing harmful waste more quickly.</p> <p>Communities in deprived areas will benefit most, with improved environmental quality, reduced health risks and safer, more attractive neighbourhoods.</p>

Theme	Proposal	Assessment of Impact	Analysis
Good jobs, investment and prosperity	Plas Dol-y-Moch site refurbishment and development	Positive	<p>The refurbishment will have positive impacts for children and young people, teachers, disabled pupils and staff, care-experienced learners, and those from low-income and diverse ethnic communities by improving accessibility, accommodation quality, safety, and capacity at the centre.</p> <p>These enhancements will support equal participation, wellbeing, confidence-building, and access to enriching residential learning experiences that might otherwise be inaccessible.</p>
	Connected Futures: Bridging the Gap from Education to Employment: Focus on 14-16	Positive	<p>The programme will deliver positive impacts for young people aged 14–16, particularly those at risk of becoming NEET, by providing early identification, personalised pathways, and tailored support.</p> <p>It will benefit SEND learners, care-experienced young people, those from low-income households, and pupils from ethnic groups or genders over-represented in exclusion and CAP data by addressing barriers to engagement and improving progression into education, training, or employment</p>
	Transforming Futures: A Strategic Approach to tackling NEET	Positive	<p>The proposal positively supports young people at risk of becoming NEET through bespoke post-16 programmes offering clear progression routes, careers guidance, and flexible pathways.</p> <p>It particularly benefits 14–18-year-olds, learners with SEND, care-experienced young people, young parents, and those from ethnic minority or low-income backgrounds.</p>

Theme	Proposal	Assessment of Impact	Analysis
			By providing tailored support and widening access to vocational and alternative routes, it improves engagement, reduces disparities, and strengthens long-term life chances.
Keeping People Safe	Increased capacity and new approach to tackle ASB	Positive	The initiative will deliver positive impacts across multiple groups by increasing uniformed presence in public spaces, which will help deter antisocial behaviour, reduce harassment, and improve perceptions of safety. Children, older adults, disabled people, women and girls, LGBTQ+ residents, ethnic minority groups, and those attending places of worship will all benefit from safer, more accessible environments. Disabled people are further supported through improved reporting routes and accessible communication needs. Residents in more deprived areas—where ASB and fear of crime are often higher— will also see strengthened community safety outcomes
	Average Speed Enforcement	Positive	<p>There will be a positive impact arising from this proposal. Reducing vehicle speeds will deliver significant safety benefits for groups most vulnerable to road traffic collisions, including children, older people, disabled people, pregnant people, and women and girls, by decreasing both the likelihood and severity of incidents.</p> <p>In addition, ethnic minority communities living in deprived areas are expected to benefit disproportionately, given their higher rates of road-related injury, helping to address existing inequalities in road safety outcomes.</p>
Local environments & deprived neighbourhoods	Godiva Festival & Extended Events Programme	Positive	The proposal will deliver positive impacts by removing cost barriers through free entry and centrally located, multisite events, improving access for children, adults, older residents,

Theme	Proposal	Assessment of Impact	Analysis
			and those on low incomes. Disabled people will benefit from better accessibility through city-centre venues and inclusive event design. Diverse programming will strengthen representation for Coventry’s minority ethnic communities, while amplification of Coventry Pride will enhance visibility and participation of LGBTQ+ residents.
	Free to play facilities improvement scheme (War Memorial Park)	Positive	The investment in War Memorial Park will provide positive impacts across all key groups by improving free, accessible and inclusive spaces for play, sport and physical activity. Modern, barrier-free design will support physical and mental wellbeing, reduce health inequalities and enhance social inclusion—particularly for disabled people, girls and young women, low-income households, and culturally diverse communities.
	Community Grow Sites	Positive	The development of community growing sites will have positive impacts across many groups by providing inclusive, accessible green spaces that promote wellbeing, social connection, physical activity, and community cohesion. Children, older adults, disabled residents, LGBTQ+ communities, ethnic minority groups, and those experiencing socioeconomic disadvantage all benefit from opportunities for outdoor learning, skill building, and improved access to green space—particularly in neighbourhoods with limited existing provision.
Protecting vulnerable people, including child poverty	Care leaver council tax exemption	Positive	The proposal will have a positive impact on care-experienced young adults by reducing financial pressure during their transition to independence, helping prevent debt and housing instability.

Theme	Proposal	Assessment of Impact	Analysis
			<p>It will benefit disabled young people, ethnic minority care leavers, LGBTQ+ young people, and young women who are disproportionately represented among care leavers or face higher financial and social barriers, by reducing living costs and supporting fairer outcomes.</p>
	<p>Increasing number of 5/6 bed family large Temporary Accommodation properties</p>	<p>Positive</p>	<p>Increasing the supply of larger council-owned temporary accommodation will have clear positive impacts for Armed Forces families, low-income households, disabled people and ethnic minority groups who are more likely to live in multi-generational or bigger households.</p> <p>The additional space will help reduce overcrowding, enhance housing stability, support family cohesion, and improved access to education, employment, and essential services.</p>
	<p>Increasing family Temporary Accommodation owned by the Council</p>	<p>Positive</p>	<p>Increasing council-owned temporary accommodation will have positive impacts for Armed Forces families, low-income households, disabled people, pregnant households, and ethnic minority groups by reducing overcrowding, improving stability, and limiting disruptive moves.</p> <p>This will support better health, wellbeing, education, and access to essential services</p>
	<p>Support for Foster Care Households</p>	<p>Positive</p>	<p>The proposal will strengthen financial support for foster, kinship, and SGO carers, improve placement stability and outcomes for children in care. It will reduce financial pressures on foster carers who are disabled, women, and lower-income households, and also support recruitment of carers from</p>

Theme	Proposal	Assessment of Impact	Analysis
			minority ethnic communities, helping ensure culturally appropriate local placements
Roads and pavements	Car Park Improvement Schemes	Positive	<p>The proposal will deliver positive impacts by improving safety, lighting, and accessibility across car parks, which particularly benefits low-income communities, children and young people, older adults, disabled people, pregnant people, women, ethnic minority groups, and those at increased risk of harassment or crime.</p> <p>Enhancements such as well-lit areas, hazard removal, and better surfaces improves mobility, reduce accidents, and support safer, more inclusive use of these spaces.</p>
	Defect Repairs	Positive	<p>The proposal has positive impacts by improving the safety and condition of roads and footways, benefiting children, adults, older people, disabled residents, pregnant people, and women—groups more exposed to risks from uneven or poorly maintained surfaces.</p> <p>Enhanced accessibility and reduced defects support safer walking, cycling, and mobility for those reliant on public transport or non-car travel, including lower-income households. Improvements also aid safe access to community facilities and places of worship.</p>
	Minor Asset Management	Positive	The programme will have positive impacts across multiple groups by improving highway safety, repairing defects, and removing obstructions that pose risks to children, older people, disabled residents, and pregnant individuals.

Theme	Proposal	Assessment of Impact	Analysis
			<p>Better-maintained roads and footways support safer travel, greater independence, and improved access to essential services, including places of worship.</p> <p>These improvements will particularly benefit low-income communities who rely more on walking, cycling, and public transport, reducing injury risk and preventing inequalities linked to poorer infrastructure.</p>
	City Centre Red Route Enforcement	Positive	<p>The proposal will deliver clear positive impacts by improving road and footway safety for children, adults, older people, disabled residents, pregnant individuals, and worshippers through reduced obstruction, safer crossings, and more reliable access to public transport and emergency services. Consistent enforcement particularly benefits those who rely on walking, cycling, or mobility aids by ensuring clearer, more accessible routes. While there may be financial impacts for some lower-income households receiving penalty notices, this will be mitigated through clear signage, communication, and statutory appeals processes.</p>

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Bringing the Tip to You
EIA Author	Name	Sarah Elliott
	Position	Strategic Lead for Environmental Services
	Date of completion	02/02/2026
Director	Name	Mark Adams
	Position	Director for City Services
Cabinet Member	Name	Patricia Hetheron
	Portfolio	City Services

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
 New service
 Review of policy / strategy
 Review of service
 Commissioning
 Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

The £522,000 funding will allow for an initial 12-month trial to measure the impact and benefits of providing "Bringing the Tip to You" teams who would allow residents to dispose of additional household waste and regularly fly tipped bulky items in a safe and compliant manner.

By providing residents who may have limited transport and higher deprivation an alternative method of dealing with excess waste the trial aims to provide:

- **Cleaner communities:** By reducing fly-tipping incidents, we cut down on unsightly waste and the associated clean-up costs.
- **Fairer access to services:** Residents with limited transport or living in areas of higher deprivation will have an easier, more equitable way to dispose of excess waste.
- **Stronger community pride:** Providing a convenient and compliant solution helps improve satisfaction and pride in local neighbourhoods.
- **Better engagement:** This trial strengthens our connection with communities, encouraging responsible waste management and shared ownership of public spaces.

This initiative supports the Council's commitment to sustainability, efficiency, and inclusivity. By addressing barriers to service access and reducing environmental impact, we create long-term benefits for both residents and the city.

EQUALITY IMPACT ASSESSMENT (EIA)

1.3 List organisations and people who are involved in this area of work

Coventry Residents, Businesses and Visitors
Waste Services

1.4 Who will be responsible for implementing the findings of this EIA?

Sarah Elliott - Strategic Lead for Environmental Services

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

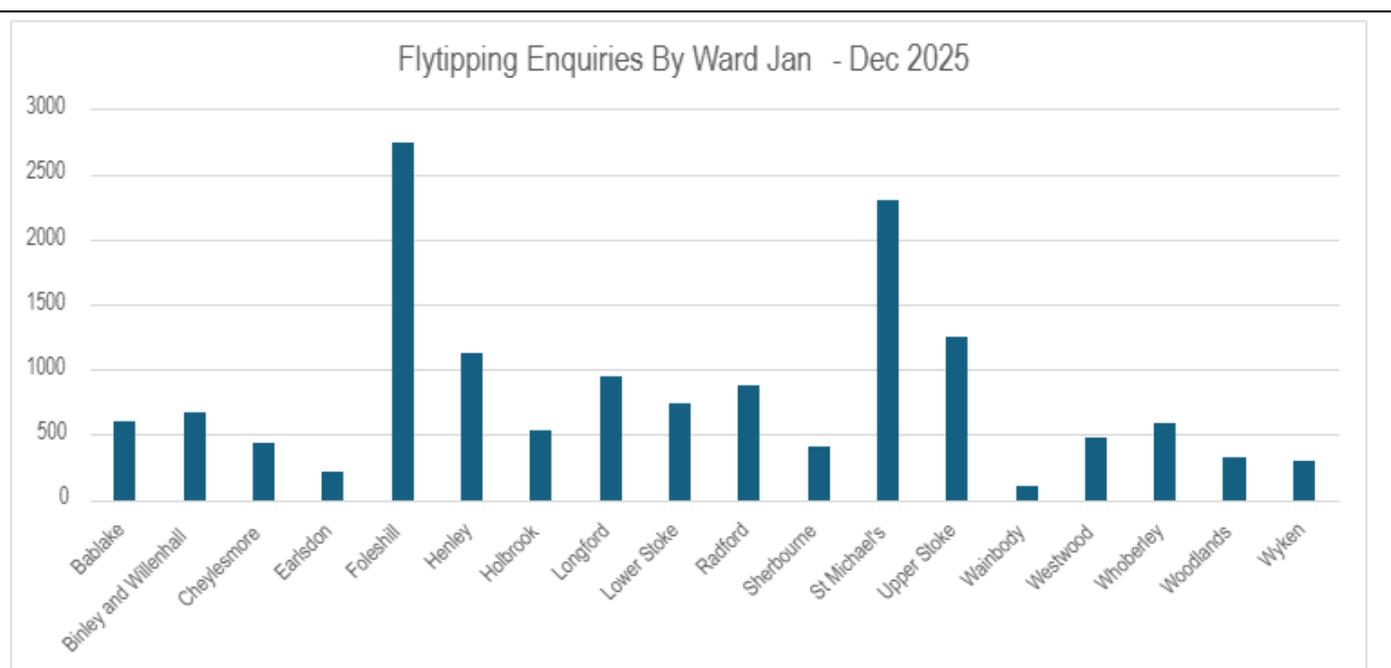
2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

In 2025 flytipping clearance teams responded to more than 14,500 requests to remove fly tipped material off the streets of Coventry. Around 43% of these removals were undertaken from within three wards - Foleshill, St Michaels and Upper Stoke.

The table below shows the reports received by Ward.

EQUALITY IMPACT ASSESSMENT (EIA)



Further analysis compares the number of people with long term health problem or disability by ward.

Ward	Long-term health problem or disability
Bablake	3,052
Longford	3,765
Henley	3,760
Binley and Willenhall	3,695
Foleshill	3,670
Radford	3,590
Upper Stoke	3,254
Cheylesmore	3,245
Westwood	3,231
Holbrook	3,174
Lower Stoke	3,127
St Michael's	3,088
Woodlands	3,028
Wyken	2,788
Sherbourne	2,680
Whoberley	2,597
Earlsdon	2,389
Wainbody	2,114

EQUALITY IMPACT ASSESSMENT (EIA)

2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
- 3. Ensure a healthy standard of living for all**
4. Create fair employment and good work for all
- 5. Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
- 8. Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	<p>The enhanced service will create cleaner streets and public spaces, reducing the risk of accidents and contamination for children playing outdoors.</p> <p>It will also minimize exposure to germs, pests, and unpleasant odours, which is essential for protecting children’s health and supporting their development.</p>
Age 19-64	P	<p>The enhanced service aims to provide Coventry residents and business easier access to waste disposal can reduce fly-tipping, which disproportionately affects deprived communities and can lead to health hazards.</p> <p>It will lead to cleaner streets and public spaces, reducing the risk of accidents.</p>
Age 65+	P	<p>The enhanced service aims to provide Coventry residents and business easier access to waste disposal can reduce fly-tipping, which disproportionately affects deprived communities and can lead to health hazards.</p> <p>It will lead to cleaner streets and public spaces, reducing the risk of accidents.</p>

EQUALITY IMPACT ASSESSMENT (EIA)

Disability	P	<p>The enhanced service is designed to improve accessibility to waste management for individuals with disabilities. It will lead to cleaner streets and public spaces, reducing the risk of accidents.</p> <p>Key measures to include clear communication through large-print and easy-to-read materials, as well as ensuring that all facilities are fully accessible.</p> <p>Engagement with disability advocacy groups supports the development of tailored solutions that meet diverse needs.</p>
Gender reassignment	NI	
Marriage and Civil Partnership	NI	The enhanced ensures equal access to waste management services regardless of marital status. No adverse impacts are anticipated for this characteristic
Pregnancy and maternity	p	<p>The enhanced service recognises support services for pregnant women and new mothers. Services, such a street collection, can accommodate mothers recovering from childbirth or those with limited mobility and increased usage of disposable nappies.</p> <p>Information and resources will be accessible to support effective household waste management.</p>
Race (Including: colour, nationality, citizenship ethnic or national origins)	p	<p>The project aims to include all ethnic groups and language barriers will be addressed through document translation.</p> <p>Outreach programs will engage ethnic minority communities to address their specific needs and concerns.</p>
Religion and belief	NI	
Sex	NI	
Sexual orientation	NI	

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	
Armed Forces	NI	
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	<p>Deprived areas often have lower car ownership. A travelling tip nearby reduces travel costs and time, benefiting residents who might otherwise struggle to dispose of waste legally.</p> <p>This change benefits all socio-economic groups by:</p>

EQUALITY IMPACT ASSESSMENT (EIA)

		<ul style="list-style-type: none"> • Healthier Homes: More frequent collections reduce pests and health risks. • Cleaner Communities: Improved services help create safer, more pleasant neighbourhoods.
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SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The way the impact of this proposal will be monitored is through complaints and comments received during both the consultation exercise once the change is implemented.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

Yes – Additional staff will be required to deliver the project for an initial 12 month period.

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

EQUALITY IMPACT ASSESSMENT (EIA)**7.0 Approval**

Name of Head of Service: Sarah Elliott	Date approved by Head of Service: 30/01/2026
Name of Director: Mark Adams	Date sent to Director: 02/02/2026

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Build Your Future (EcoForce Crew) - Coventry
EIA Author	Name	Kim Mawby
	Position	Head of Skills, Employment and Adult Education
	Date of completion	03.02.2026
Director	Name	Clare Boden-Hatton
	Position	Director of Strategy & Performance
Cabinet Member	Name	Cllr George Duggins
	Portfolio	Leader and Cabinet Member for Policy and Leadership

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
 New service
 Review of policy / strategy
 Review of service
 Commissioning
 Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

The EcoForce Crew is a £1.15 million, three-year initiative designed to address two key priorities for the Council:

1. reducing NEET (Not in Education, Employment, or Training, usually aged between **16–24**) rates by creating pathways into employment
2. improving the city's environment through visible action on Streetpride issues such as fly-tipping, litter, and green space maintenance.

Creation of an initiative to recruit NEET individuals into structured 12-week paid placements of 16 hours per week as part of 'EcoForce Crews' working alongside Council Officers in Highways, Environmental Services, and Parks. Young people will choose their preferred service area based on career interests and job goals.

Each participant will receive dedicated employment mentoring, vocational training, and emotional wellbeing support, with additional interventions where needed to secure progression into employment or further training.

EQUALITY IMPACT ASSESSMENT (EIA)

Activities will include fly-tipping clearance, street cleansing, and park improvements - high-visibility work that demonstrates the Council's commitment to cleaner, safer communities.

The programme will support 75 residents annually through rolling cohorts of five young people at a time.

This initiative delivers social impact by supporting vulnerable young people into work, economic impact by building a pipeline of skilled workers for essential Council services, and community impact by tackling environmental issues residents care about most. It also offers strong photo opportunities and positive media coverage improving civic pride.

Delivery of this project will not only support the embedding of a sense of pride in the city and its appearance, but also help vulnerable YPs with multiple complex needs move closer to the labour market, therefore reducing NEET volumes and improving career aspirations and opportunity for residents.

We are committed to equality, diversity and inclusion and to ensuring our recruitment practices actively prevent discrimination. Our recruitment processes are accessible and inclusive, with reasonable adjustments available at all stages to support individual needs, including mental and physical health conditions and learning difficulties. We also offer a programme of support sessions tailored at Young People and/or residents with low to high complex barriers – these sessions run through the recruitment process from initial information sessions until residents are in role (and in the case of these placements, all young people and service areas will have a skills team staff member they can contact to help resolve any unforeseen issues or needs and ensure maximum impact from the scheme). We also work in partnership with operational teams to promote inclusive workplaces across both manual and non-manual roles, providing guidance and support to managers to help them make appropriate adjustments and create environments where all young people are treated fairly, with dignity and respect.

The scheme enables council staff and young people to work together in a supportive and inclusive way, building positive relationships and mutual understanding across different groups. By placing young people into a range of council roles, the scheme gives them valuable experience of different working environments, helping them to develop confidence, practical skills and an understanding of workplace expectations. Young people are supported by council staff to learn, grow and progress, while staff gain greater awareness of diverse mental and physical health needs, including learning difficulties. This shared, collaborative approach helps to break down barriers, reduce stigma and support young people to build skills, experience and pathways that contribute to their long-term career development – whilst also allowing the council access to a pool of talent that may otherwise have been ignored.

1.3 List organisations and people who are involved in this area of work

Coventry Residents, Businesses and Visitors
Coventry young children who are not in education employment and training
Waste Services

EQUALITY IMPACT ASSESSMENT (EIA)

1.4 Who will be responsible for implementing the findings of this EIA?

Alex Dickson and Jay Hunting

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

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[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

NEET Rates in Coventry

16–17-year-olds

As of October 2025, 3.6% of Coventry's 16–17-year-olds are classified as NEET (Not in Education, Employment, or Training). This figure is slightly higher than both the West Midlands average (3.3%) and the England average (3.4%).

18–24-year-olds

Coventry City Council's 2023–24 performance data highlights youth unemployment among 18–24-year-olds stands at 5.6%, compared with a regional average of 7.3%.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Ensure a healthy standard of living for all

EQUALITY IMPACT ASSESSMENT (EIA)

4. Create fair employment and good work for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	<p>Young people aged 16–24 who are NEET will experience a significant positive impact through this initiative. By offering targeted support, the programme aims to improve their employment prospects and help them transition into sustainable career pathways. Dedicated mentoring and wellbeing services will provide personalised guidance, addressing both practical and emotional needs. This holistic approach ensures participants feel valued and engaged, fostering a sense of belonging and inclusion. In turn, these measures will not only enhance individual confidence and aspirations but also contribute to reducing NEET rates across the city</p> <p>The paid placements will also benefit the wider community by creating cleaner, safer public spaces and reducing hazards such as accidents and contamination, particularly for children playing outdoors. In addition, improved environmental conditions will help minimise exposure to germs, pests, and unpleasant odours—essential for safeguarding children’s health and supporting their overall development</p>
Age 19-64	P	<p>Young people aged 16–24 who are NEET will experience a significant positive impact through this initiative. By offering targeted support, the programme aims to improve their employment prospects and help them transition into sustainable career pathways. Dedicated mentoring and wellbeing services will provide personalised guidance, addressing both practical and emotional needs. This holistic approach ensures participants feel valued and engaged, fostering a sense of belonging and inclusion. In turn, these</p>

EQUALITY IMPACT ASSESSMENT (EIA)

		<p>measures will not only enhance individual confidence and aspirations but also contribute to reducing NEET rates across the city</p> <p>The placements will benefit the wider community by creating cleaner, safer public spaces and reducing hazards such as accidents and contamination.</p>
Age 65+	P	The placements will benefit the wider community by creating cleaner, safer public spaces and reducing hazards such as accidents and contamination.
Disability	P	<p>Data suggests many of the young people who become NEET have mild to medium learning disabilities; the ability to keep them engaged will have a positive impact on their quality of life.</p> <p>The proposal is focused on improving opportunities for those who are NEET or who are at risk of becoming NEET and recognises that there needs to be tailored packages to suit individual needs.</p> <p>The service is also designed provide cleaner, safer communities and parks, reducing the risk of accidents and providing sense of pride to Coventry residents.</p>
Gender reassignment	NI	No adverse impacts are anticipated for this characteristic
Marriage and Civil Partnership	NI	No adverse impacts are anticipated for this characteristic
Pregnancy and maternity	NI	No adverse impacts are anticipated for this characteristic
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	<p>All young people aged 16–24 who are NEET will experience a significant positive impact through this initiative. By offering targeted support, the programme aims to improve their employment prospects and help them transition into sustainable career pathways.</p> <p>This opportunity will allow the council to address under representation in certain groups.</p>
Religion and belief	NI	
Sex	P	The service will use gender-neutral messaging, showcase female role models and ensure inclusive work environments.

EQUALITY IMPACT ASSESSMENT (EIA)

Sexual orientation	P	A number of young people drop out of school due to bullying, including homophobic bullying. The ability to keep these young people engaged in education, training and employment will have a positive impact on the quality of their lives.
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3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	Over 35 % of care leavers are NEET. Young people aged 16–24 who are NEET will experience a significant positive impact through this initiative. By offering targeted support, the programme aims to improve their employment prospects and help them transition into sustainable career pathways. Dedicated mentoring and wellbeing services will provide personalised guidance, addressing both practical and emotional needs. This holistic approach ensures participants feel valued and engaged, fostering a sense of belonging and inclusion. In turn, these measures will not only enhance individual confidence and aspirations but also contribute to reducing NEET rates across the city.
Armed Forces	NI	
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	<p>Paid placements provide an immediate source of income for young people who may come from households experiencing financial hardship.</p> <p>This income can help reduce reliance on benefits and alleviate poverty-related stress within families.</p> <p>Paid placements can boost confidence and self-worth, creating a positive effect within families and communities.</p> <p>Cleaner, safer public spaces (as part of the EcoForce initiative) particularly benefit low-income neighbourhoods, where environmental issues like fly-tipping and litter are often more prevalent.</p> <p>Health improvements from cleaner environments reduce risks for children and families in these areas.</p>

EQUALITY IMPACT ASSESSMENT (EIA)

SECTION 4 – Next steps

Planned Action	Owner	Timescale
Arrange meetings with pre-determined services to plan delivery model and implementation timeline	JH/AD	Feb 12 th 2026
Create a “menu” of roles available to YPs across all services	JH	March 13 th 2026
Finalise recruitment process with HR/Internal recruitment (short-term contracts etc)	AD	Ongoing
Create processes to collate, review and manage data relating to impact	JH/AD	March 31 st 2026
Liaise with Marketing/Comms to plan engagement strategy	JH	March 31 st 2026
Feedback to SLT on proposed delivery plan, timelines and expected impact	JH/AD	March 31 st 2026

4.2 How will you monitor and evaluate the effect of this work?

The way the impact of this proposal will be monitored is through complaints and comments received during both the consultation exercise and if/once the change is implemented (if adopted).

Take up of the placements will be analysed.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

Yes, several new jobs will be created.

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

EQUALITY IMPACT ASSESSMENT (EIA)

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Kim Mawby	Date approved by Head of Service: 03.02.2026
Name of Director: Clare Boden-Hatton	Date sent to Director: 04.02.2026

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		New approach to tackle Anti-Social Behaviour (ASB)
EIA Author	Name	Davina Blackburn
	Position	Strategic Lead - Reg & Communities
	Date of completion	03/02/2026
Director	Name	Julie Newman
	Position	Director of Law and Governance
Cabinet Member	Name	Cllr Khan
	Portfolio	Community Safety

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

It is proposed that there is a change in the way enforcement activity is undertaken by moving to a more ward based compliance officer approach, with officers investigating environmental ASB from first referral through to prosecution.

This three year investment of £735k will fund additional compliance officers, enabling more targeted community engagement while providing resilience for teams to be mobilised to hotspot areas.

Officers consistently assigned to specific wards can build stronger relationships with residents, community groups, and councillors, which helps improve trust and communication. Their regular, localised presence also creates a more visible enforcement profile, acting as a deterrent to anti-social behaviour and increasing community confidence that issues are being addressed.

Additionally, with increased staffing levels, officers will have greater capacity to participate in outreach, education, school visits, and community events that were previously difficult to resource, further enhancing engagement opportunities.

EQUALITY IMPACT ASSESSMENT (EIA)

This will be complemented by exploring new and innovative forms of deterrent and punishment, such as litter picking payback schemes, awareness courses, and other tools similar to name and shame style interventions.

1.3 List organisations and people who are involved in this area of work

Coventry residents, visitors and business
Enforcement team

1.4 Who will be responsible for implementing the findings of this EIA?

Davina Blackburn - Strategic Lead - Reg & Communities

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Number of Complaints/Referrals Requiring an Enforcement Response

EQUALITY IMPACT ASSESSMENT (EIA)

2025 Q1	2025 Q2	Required:	2025 Q3
2191	2321		1634

Number of Proactive Enforcement Actions

2025 Q1	2025 Q2	Required:	2025 Q3
386	410		433

Number of Reactive Enforcement Actions

2025 Q1	2025 Q2	Required:	2025 Q3
2910	2646		2108

- A **young, diverse, and growing population** with differing needs across protected characteristics.
- Significant **health and socioeconomic inequalities** between wards—particularly in areas that experience higher levels of ASB.
- A clear evidence base showing that **environmental conditions, neighbourhood safety, and visibility of enforcement staff** have disproportionate impacts on vulnerable groups.
- Strong digital inclusion infrastructure, though **digital poverty remains an issue** for some residents, reinforcing the need for **multiple reporting channels** (in-person, telephone, community-based engagement, etc.).

The shift to a **ward-based compliance officer model** aligns with the local evidence base by:

- Allowing tailored responses where inequalities are highest

EQUALITY IMPACT ASSESSMENT (EIA)

- Strengthening community trust and reporting
- Supporting vulnerable populations who benefit from visible presence and more accessible communication routes
- Enhancing early intervention, prevention, and safer neighbourhoods in areas of highest need

2.2 Please highlight which Marmot Principles does this EIA Support.

- 1. Give every child the best start in life**
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
- 3. Ensure a healthy standard of living for all**
- 4. Create fair employment and good work for all**
- 5. Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
- 8. Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	The increased uniformed presence around schools, parks, bus stops and shopping areas is likely to benefit this group by reducing fear of anti-social behaviour and improving feelings of safety. Engagement activities will provide more structured opportunities to involve younger people in awareness, education, and prevention work.
Age 19-64	P	Older people may particularly benefit from cleaner, safer paths and public spaces, improving mobility and confidence.
Age 65+	P	Older people may particularly benefit from cleaner, safer paths and public spaces, improving mobility and confidence.
Disability	P	Disabled residents, including people with mobility impairments, learning disabilities, mental health conditions and neurodiverse individuals, may experience improved accessibility and safety in

EQUALITY IMPACT ASSESSMENT (EIA)

		<p>outdoor environments due to the deterrence of ASB and improved environmental conditions.</p> <p>A more visible officer presence provides easier access to support or reporting for those who may face barriers in navigating traditional contact routes.</p> <p>Officers will need to ensure communication is accessible (e.g., Easy Read, plain language) to avoid disproportionate impacts on individuals with communication or cognitive needs.</p>
Gender reassignment	P	<p>Increased visibility and community presence may support transgender and non-binary residents who may experience higher levels of harassment or feel unsafe in public spaces.</p>
Marriage and Civil Partnership	NI	
Pregnancy and maternity	NI	
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	<p>Increased presence can reduce racially motivated harassment and improve safety perceptions</p> <p>Increased engagement can help tackle language and cultural barriers that might otherwise prevent reporting of environmental ASB.</p> <p>Officers will need to use translation services and culturally sensitive approaches to ensure equitable access.</p>
Religion and belief	P	<p>Increased presence near places of worship and during religious events can deter targeted ASB and support crowd safety.</p> <p>Engagement opportunities allow officers to build relationships with faith based organisations and leaders, ensuring environmental ASB issues around places of worship are understood and addressed.</p>
Sex	P	<p>Women and girls disproportionately report harassment in public spaces; visible wardens and rapid response can improve safety and confidence.</p> <p>Opportunities for engagement can help ensure women's safety concerns regarding environmental ASB are understood and prioritised.</p>

EQUALITY IMPACT ASSESSMENT (EIA)

Sexual orientation	P	<p>LGBTQ+ residents may feel more confident using public spaces where uniformed officers are present, particularly in areas where harassment has previously been reported.</p> <p>Increased engagement provides better opportunities to understand and address barriers faced by LGBTQ+ communities in reporting incidents.</p>
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3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	<p>The increased uniformed presence around schools, parks, bus stops and shopping areas is likely to benefit this group by reducing fear of anti-social behaviour and improving feelings of safety.</p> <p>Engagement activities will provide more structured opportunities to involve younger people in awareness, education, and prevention work.</p>
Armed Forces	NI	
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	<p>Increased presence is expected to have a positive impact on socio-economic groups</p> <p>A safer and more reassuring public environment can help reduce fear of ASB, support community confidence, and improve access to local services, particularly for those who rely more heavily on public spaces and public transport.</p> <p>Enhanced engagement activities will also create greater opportunities for young people from deprived areas to participate in awareness, education and prevention programmes, helping to build positive relationships with services and supporting early intervention work.</p> <p>This approach can contribute to narrowing inequalities by ensuring that communities most affected by environmental ASB receive improved support, visibility and targeted engagement</p>

SECTION 4 –Next steps

Planned Action	Owner	Timescale

EQUALITY IMPACT ASSESSMENT (EIA)

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through feedback received during the consultation process and after implementation., if the proposal is adopted.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

Yes - additional staff and restructure of the service

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Davina Blackburn	Date approved by Head of Service: 03/02/2026
Name of Director: Julie Newman	Date sent to Director: 03/02/2026

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Food waste behaviour change invest to save programme
EIA Author	Name	Carl Holloway
	Position	Director of Communications and Policy
	Date of completion	29 th January 2026
Director	Name	Carl Holloway
	Position	Director of Communications and Policy
Cabinet Member	Name	Cllr Hetherton
	Portfolio	Policy & Communications

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

Under the UK Government's Simpler Recycling reforms, waste collection authorities in England are required to introduce weekly household food waste collections by 31 March 2026, unless a transitional exemption applies due to an existing long term waste disposal contract.

Coventry City Council's food waste collection service is scheduled to commence in September 2026. At present, no dedicated budget has been identified for communications or engagement activity to support the rollout. The implementation of the food waste service is expected to be linked to significant savings targets, with the level of financial benefit directly dependent on resident uptake and participation. Higher participation will reduce the amount of waste presented in general waste bins, prevent food waste contamination of garden waste, and generate income through the disposal of food waste via anaerobic digestion.

The Council is already experiencing significant financial pressures arising from contamination within recycling and residual waste streams, with estimated costs of approximately £900,000 per annum. Contaminated waste increases disposal costs, undermines the efficiency of recycling services, and exposes the Council to the risk of future financial penalties associated with meeting statutory recycling targets.

EQUALITY IMPACT ASSESSMENT (EIA)

The council are proposing that we set up a behavioural insights approach to change residents' behaviours that are significantly impacting on Council's finances and environmental ASB.

This intervention is intended to prevent the behaviours that result in contamination and associated costs, rather than deal with the financial penalties and environmental impact. This approach has been successfully introduced in other councils.

If successful, the same approach could be applied to other areas such as fly-tipping, bulky waste, etc.

This business case requests a year 1 amount of £300,000 to fund the following.

1. The appointment of three new grade 3 engagement officer posts

Evidence from local councils shows that trusted local voices and officers are crucial to reinforce messages, correct misunderstandings, and increase adoption of pro-environmental behaviours. (Parliament Publications) The three Engagement Officer Posts (Grade 3) will ensure meaningful and sustained behaviour change beyond mass communications and will focus on:

- localised behaviour support to build trust and clarify confusion on bin use
 - targeted place-based/audience-based interventions to reach households/audience groups most resistant or at risk of contamination
 - real-time feedback to comms to allow iterative improvements to the campaign.
2. Specialist insight providers to inform targeted behaviour change strategies, for example:
 - household segmentation and behavioural analysis – identify barriers, motivations, and attitudes across 148,500 households, including flats, multi-occupancy buildings, and diverse resident groups
 - qualitative and quantitative research – focus groups, surveys, and community engagement to generate actionable, evidence-based insights
 - tailored campaign materials and interventions – informed by insight to maximise engagement, participation, and recycling compliance
 - benchmarking and best practice guidance – learnings from other councils and national programmes.
 - evaluation planning – establish metrics and methods to measure the impact of communications and behaviour change interventions
 - support for engagement officers – information packs, roadshow collateral etc to enable the three new posts to deliver highly targeted, localised campaigns effectively.

In years 2 and 3, the budget request is reduced based on the insight work only needing to be carried out in year 1. The 3 x G3 Waste Education Officer posts will be retained along with the budget for implementation of the behaviour change campaign using paid for media to support the Council's own channels.

1.3 List organisations and people who are involved in this area of work

Coventry Residents, Businesses and Visitors
Waste Services
Communications Team
Public Health

EQUALITY IMPACT ASSESSMENT (EIA)

1.4 Who will be responsible for implementing the findings of this EIA?

Director of Communications and Policy

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

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[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Resident priorities (2025 Your Voice Counts survey):

Environment and waste as a top priority - Residents rated Environment and Waste services (including tackling fly-tipping and waste collections) as the most important Council service, above street cleaning and highways/lighting.

Resident support for efficient environmental services - Respondents expressed a desire for efficient, well-managed services rather than “vanity projects” or high-profile initiatives. Strong demand exists for transparent, accountable, and locally-focused waste services, indicating that campaigns encouraging proper recycling behaviour are likely to be supported.

Engagement and participation insights - Survey findings showed that targeted communication increases participation, with respondents engaging via direct email, newsletters, and social media. Open-ended comments highlighted the importance of better engagement with residents and support for local initiatives, supporting the case for engagement officers and insight-led campaigns to improve recycling participation.

One Coventry Plan Objectives:

Commitment to tackling climate change and circular economy - The plan includes “Tackling the causes and consequences of climate change” as one of its three core priorities. Within this section, it explicitly states that the Council will support the minimisation of waste and development of a circular economy, moving away from a consumption–disposal model to extending the life of products, reuse and recycling.

EQUALITY IMPACT ASSESSMENT (EIA)

Residents' role in environmental behaviour

The Plan asks residents to help deliver environmental goals through behaviours such as reusing and recycling more.

Performance reports support recycling priorities

The One Coventry Annual Performance Report provides detailed local data showing Coventry's recycling rate and challenges, and how behaviour and resident engagement are critical to improving it, including through education campaigns targeting barriers to recycling, especially in flats.

External national comparators and context:

Behavioural Science Unit (Public Health Wales) – Behaviour Change Underpins Long Term Recycling Growth - A behavioural science review examining household recycling in Wales shows how recycling rates grew from around 5% in 2000 to over 65% by 2023 through sustained behaviour focused interventions. The report highlights that effective recycling behaviour change requires a mix of structural changes (like bins) and behaviour change communication interventions that improve clarity and resident understanding.

Local Government Association

Hampshire Recycling Behaviour Change Case Study - Hampshire County Council used behavioural insights and targeted communications to improve recycling behaviour. Using insights from residents to tailor messages and channels, the campaigns led to measurable changes in self reported behaviours and reduced contamination in pilot areas. Contamination levels fell in one pilot from 29% to 25%, demonstrating that insight informed communications can impact real behaviours.

Keep Britain Tidy reports that behaviour-informed campaigns can produce significant improvements in recycling quality and contamination reduction. Examples include campaigns that achieved up to an 85% reduction in contamination behaviours among households exposed to focused behavioural messaging.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. **Give every child the best start in life**
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. **Ensure a healthy standard of living for all**
4. **Create fair employment and good work for all**
5. **Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. **Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

EQUALITY IMPACT ASSESSMENT (EIA)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	<p>Extensive research / engagement with groups will support the development of tailored solutions that meet diverse needs.</p> <p>Schemes could include improved access to information and in-person engagement opportunities to young people through community groups, local roadshows, education establishments and through stakeholder specific paid-for channels</p>
Age 19-64	P	<p>Extensive research / engagement with groups will support the development of tailored solutions that meet diverse needs.</p> <p>Schemes could include improved access to information and in-person engagement opportunities to older communities through community groups, local roadshows, education establishments and through stakeholder specific paid-for channels</p>
Age 65+	P	<p>Elderly may struggle with new processes. Extensive research / engagement with groups will support the development of tailored solutions that meet diverse needs.</p> <p>Schemes could include Improved access to information and in-person engagement opportunities to older communities through community groups, local roadshows, education establishments and through stakeholder specific paid-for channels</p>
Disability	P	<p>People with disabilities may find the new process challenging. Extensive research / engagement with this group will support the development of tailored solutions that meet diverse needs.</p>
Gender reassignment	NI	No adverse impacts are anticipated for this characteristic
Marriage and Civil Partnership	NI	No adverse impacts are anticipated for this characteristic
Pregnancy and maternity	NI	No adverse impacts are anticipated for this characteristic
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	<p>Language barriers may lead to misunderstanding of the new process therefore contamination could continue.</p> <p>Extensive research / engagement with this group will support the development of tailored solutions that meet diverse needs.</p>
Religion and belief	NI	No adverse impacts are anticipated for this characteristic
Sex	NI	No adverse impacts are anticipated for this characteristic

EQUALITY IMPACT ASSESSMENT (EIA)

Sexual orientation	NI	No adverse impacts are anticipated for this characteristic
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3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	No adverse impacts are anticipated for this characteristic
Armed Forces	NI	No adverse impacts are anticipated for this characteristic
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	<p>Low socio-economic households: May face barriers such as lack of space for multiple bins or limited understanding of recycling rules. We will ensure that the insight work informs specific mitigations but learnings from other case studies include targeted engagement, free starter kits, and practical support.</p> <p>Multi-occupancy buildings & flats: Higher risk of contamination due to shared facilities. Mitigation: tailored interventions and communal bin management guidance.</p> <p>Extensive research / engagement with this group will support the development of tailored solutions that meet diverse needs.</p>

SECTION 4 –Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The way the impact of this proposal will be monitored is through complaints and comments received during both the consultation exercise and if/once the change is implemented (if adopted).

Collecting equality monitoring data where necessary to carry out analysis on who we are engaging with

The impact of this work will be measured through:

- Uptake of food waste scheme
- Reduction in contaminated waste
- Financial saving linked to contaminated waste

EQUALITY IMPACT ASSESSMENT (EIA)

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

Yes, 3 new grade 3 posts will be created.

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

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Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Rachel Kerslake (interim)	Date approved by Head of Service: 29 Jan 2026
Name of Director: Carl Holloway	Date sent to Director: 29/01/2026

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Enhanced Cleansing service
EIA Author	Name	Sarah Elliott
	Position	Strategic Lead for Environmental Services
	Date of completion	02/02/2026
Head of Service	Name	Mark Adams
	Position	Director for City Services
Cabinet Member	Name	Patricia Hetheron
	Portfolio	City Services

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
 New service
 Review of policy / strategy
 Review of service
 Commissioning
 Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

Last year, Street pride received a one-off investment of £420,000, realising a significant boost to resources across its teams and delivered real, measurable improvements to our residents.

The benefits realised were:

- Extra staff, vehicles, and equipment deployed to priority areas, increasing cleansing frequency in locations most affected by litter, fly-tipping, and antisocial behaviour.
- Fly-tipping response times were slashed, from over five days to just 1.5 days
- Targeted projects tackled specific environmental challenges, improving the quality of life across the city.

This proposal looks at further increasing this funding to £2.28m over the next 3 financial years to sustain these significant improvements and expanding the impact further.

The proposal aims to continue this momentum by maintaining the additional teams introduced last year and expanding capacity further:

- Two new dedicated teams will operate in Foleshill, Henley, and Tile Hill, replicating the success of the Ball Hill project.

• These teams will focus on:

EQUALITY IMPACT ASSESSMENT (EIA)

- Reducing fly-tipping incidents and associated clean-up costs
- Improving resident satisfaction and pride in their communities
- Strengthening community engagement and tackling inequalities

Why It Matters

This initiative is about more than cleansing—it's about improving outcomes and tackling inequalities within our communities. By investing in targeted interventions, we create safer, cleaner neighbourhoods and foster a sense of ownership and pride among residents.

Cleaner streets. Stronger communities. A better Coventry for everyone.

This initiative supports the Council's commitment to sustainability, efficiency, and inclusivity. By addressing barriers to service access and reducing environmental impact, we create long-term benefits for both residents and the city.

1.3 List organisations and people who are involved in this area of work

Coventry Residents, Businesses and Visitors
Waste Services

1.4 Who will be responsible for implementing the findings of this EIA?

Sarah Elliot

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

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[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

EQUALITY IMPACT ASSESSMENT (EIA)

This proposal will impact health inequalities positively. The Healthy Streets Approach, included in The Royal Society for Public Health publication Health on the High Street, describes 10 features that a healthy street environment should include:

- pedestrians from all walks of life
- easy to cross
- shade and shelter
- places to stop and rest
- people choose to walk and cycle
- not too noisy
- people feel safe
- things to see and do
- people feel relaxed
- clean air

There will be a direct impact on people who are more likely to experience health inequalities, these include:

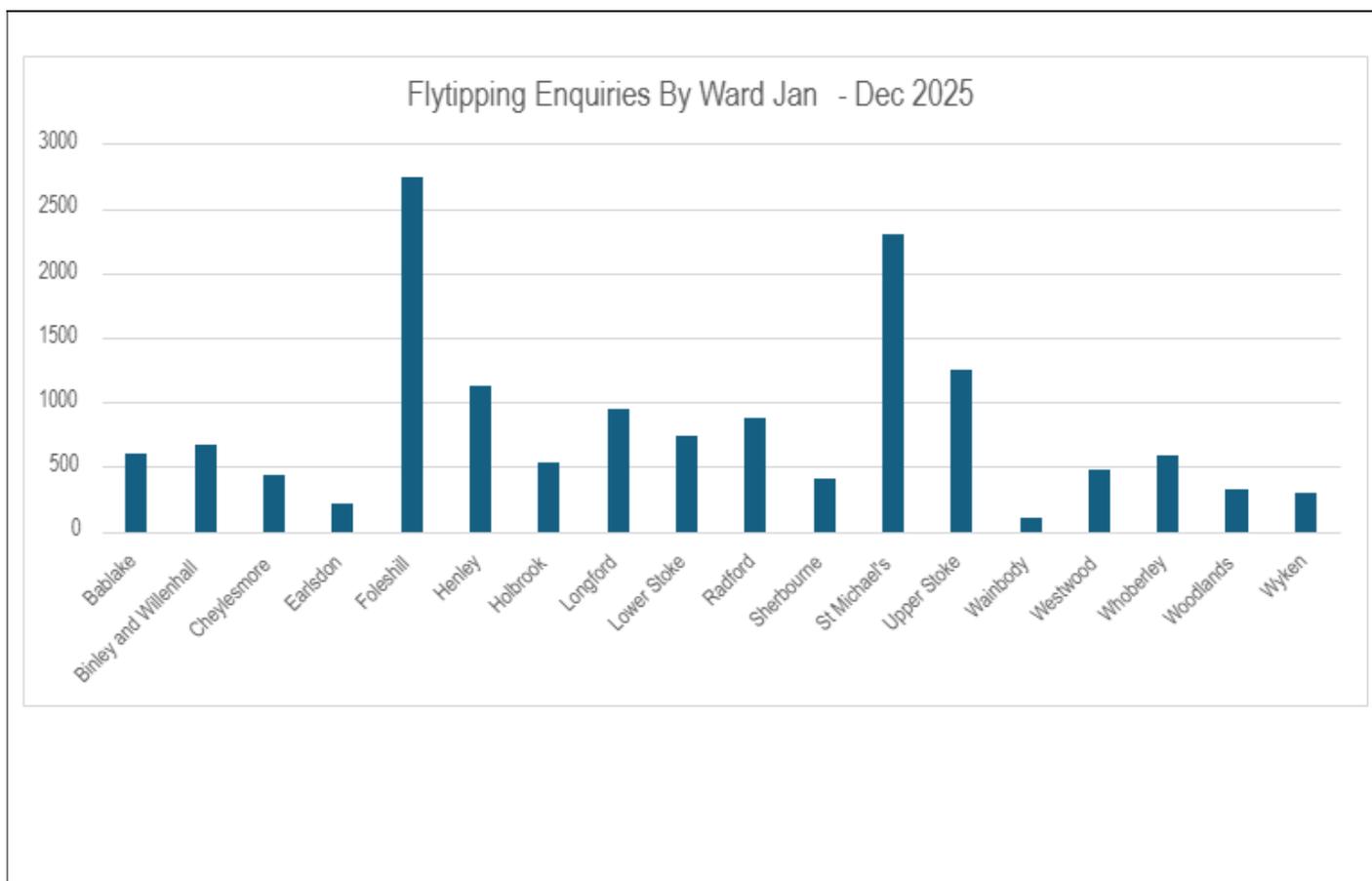
- People with a disability, and those living in areas of deprivation
- People who may be further disadvantaged as they are living in the areas of
- People who may face financial barriers/ be less likely to be able to access a vehicle to use local waste services to dispose of waste.
- Living in areas where reduced waste/ flytipping cleaning has an indirect impact on their health

Currently, access to clear good quality greenspace (free of litter/ fly tipping) impacts health inequalities positively. Evidence shows that living in a greener environment can promote and protect good health, and aid in recovery from illness and help with managing poor health. People who have greater exposure to greenspace have a range of more favourable physiological outcomes. Greener environments are also associated with better mental health and wellbeing outcomes including reduced levels of depression, anxiety, and fatigue, and enhanced quality of life for both children and adults.

In 2025 fly tipping clearance teams responded to more than 14,500 requests to remove fly tipped material off the streets of Coventry. Around 43% of these removals were undertaken from within three wards - Foleshill, St Michaels and Upper Stoke.

The table below shows the reports received by Ward.

EQUALITY IMPACT ASSESSMENT (EIA)



2.2 Please highlight which Marmot Principles does this EIA Support.

1. **Give every child the best start in life**
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. **Ensure a healthy standard of living for all**
4. **Create fair employment and good work for all**
5. **Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. **Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

EQUALITY IMPACT ASSESSMENT (EIA)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	<p>The enhanced service will create cleaner streets and public spaces, reducing the risk of accidents and contamination for children playing outdoors.</p> <p>The quality of the area will be improved, and this group will be able to live and play in an environment which will have increased hygiene conditions, look cleaner and more attractive..</p> <p>It will also minimize exposure to germs, pests, and unpleasant odours, which is essential for protecting children's health and supporting their development.</p> <p>Clearing away any combustible waste means that we won't be providing an opportunist with fuel to start a fire resulting again in a safer, cleaner living environment.</p> <p>It will also assist in maintaining an overall quality standard B as defined in the in the 1990 Environmental Protection Act code of practice along with its defined rectification period.</p>
Age 19-64	P	<p>This group will be positively impacted. The removal of rapid roadside debris will</p> <ul style="list-style-type: none"> • reduce the vehicle accidents rate and improves driver safety. • lead to less injuries and accidents for pedestrians, runners, and cyclists. <p>The increased clean-up will allow people within this group to live in an environment which will have increased hygiene conditions, look cleaner and is more attractive.</p>
Age 65+	P	<p>Cleaner streets will positively impact this group. Older people can enjoy the cleaner street environment and remove present physical, sensory, and cognitive barriers to this freedom of access.</p> <p>The removal of rapid roadside debris will</p> <ul style="list-style-type: none"> • reduce the vehicle accidents rate and improves driver safety. • lead to less injuries and accidents for pedestrians, runners, and cyclists. <p>The increased clean-up will allow people within this group to live in an environment which will have increased hygiene conditions, look cleaner and is more attractive.</p>
Disability	P	

EQUALITY IMPACT ASSESSMENT (EIA)

		<p>Increased cleaning will allow large litter items being removed from footways, which will positively impact people with mobility and visual impairments.</p> <p>The increased clean-up will allow people within this group to live in an environment which will have increased hygiene conditions, look cleaner and is more attractive.</p>
Gender reassignment	NI	No direct impact although residents will benefit from the increased hygiene conditions, cleaner and more attractive areas.
Marriage and Civil Partnership	NI	No direct impact although residents will benefit from the increased hygiene conditions, cleaner and more attractive areas.
Pregnancy and maternity	p	No direct impact although residents will benefit from the increased hygiene conditions, cleaner and more attractive areas.
Race (Including: colour, nationality, citizenship ethnic or national origins)	p	This group will be both positively. The increased clean-up will allow people within this group to live in an environment which will have increased hygiene conditions, look cleaner and is more attractive. Any racist graffiti will be removed at a much faster pace
Religion and belief	NI	No direct impact although residents will benefit from the increased hygiene conditions, cleaner and more attractive areas.
Sex	NI	No direct impact although residents will benefit from the increased hygiene conditions, cleaner and more attractive areas.
Sexual orientation	NI	No direct impact although residents will benefit from the increased hygiene conditions, cleaner and more attractive areas.

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	No direct impact although residents will benefit from the increased hygiene conditions, cleaner and more attractive areas.
Armed Forces	NI	No direct impact although residents will benefit from the increased hygiene conditions, cleaner and more attractive areas.
Social Economic Groups (low income, poverty, education, unemployment,	P	It is recognised that 70% of our cleansing service enquiries were attributed to 4 wards namely Foleshill, St Michaels and Upper and Lower Stoke Wards. Most of these enquiries were either fly-tipping related or general cleansing issues. These are area associated with high levels of deprivation.

EQUALITY IMPACT ASSESSMENT (EIA)

community safety and social support)		<p>There are differences in levels of cleanliness between the most and least wealthy streets in England (including high streets). Deprived areas experience worse overall local environments, including higher levels of graffiti, fly-tipped waste, and litter. Areas with high levels of property abandonment increase risk of ill health by encouraging the dumping of hazardous waste. Litter is harmful to communities, their economies, and residents' health. Litter has been found to be associated with antisocial behaviour.</p> <p>Evidence has also demonstrated an increase in trespassing, dropping litter, stealing and other low level crime and disorder in areas that are poorly managed and neglected. Litter can have direct and indirect impacts on mental health. Increased levels of local area crime associated with litter and degradation impact negatively on residents' mental health. Source Public Health England, Institute of Health Equity Healthy High Streets Good place-making in an urban setting.</p> <p>Deprived inner-city areas have five times less good quality greenspace and higher levels of pollution than other urban areas.</p> <p>Evidence shows that living in a greener environment can promote and protect good health, and aid in recovery from illness and help with managing poor health. Public Health Improving access to greenspace:A new review for 2020</p>
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SECTION 4 –Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The way the impact of this proposal will be monitored is through complaints and comments received during both the consultation exercise once the change is implemented.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

Yes – Additional, staff will be recruited to enable the delivery of the additional services

EQUALITY IMPACT ASSESSMENT (EIA)

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Sarah Elliott	Date approved by Head of Service: 29/01/2026
Name of Director: Mark Adams	Date sent to Director: 02/02/2026

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Plas Dol-y-Moch Site Refurbishment and Development
EIA Author	Name	Faye Parklen
	Position	Head of Education Entitlement & Engagement
	Date of completion	28/01/26
Director	Name	Sukriti Sen
	Position	Director of Childrens and Education
Cabinet Member	Name	Cllr Kindy Sandhu
	Portfolio	Education & Skills

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
 New service
 Review of policy / strategy
 Review of service
 Commissioning
 Other project (*please give details*) *Refurbishment of Plas Dol-y-Moch Outdoor Education Centre*

1.2 In summary, what is the background to this EIA?

Coventry City Council has successfully managed its outdoor education provision on a fully traded basis, with the full cost of the service covered through income generation. The Council has owned and operated Plas Dol-y-Moch for over 60 years, and it remains one of Coventry's most valued educational assets.

A £650,000 investment is required to ensure the centre can continue to deliver high quality residential outdoor learning experiences for thousands of Coventry pupils each year. The proposal focuses on refurbishing the main house so that the centre remains financially viable while continuing to serve the residents of Coventry.

Although the building structure remains sound, substantial internal reconfiguration is required to meet modern standards and expectations. Much of the existing accommodation and infrastructure is outdated and no longer aligned with the requirements of visiting schools. Current dining and communal facilities are insufficient for the number of users, limiting flexibility and capacity.

The proposed development includes the construction of a new building providing approximately 100 square metres of flexible social and activity space. This will support group work, evening activities, and provide appropriate facilities for visiting staff.

Key elements of the refurbishment programme include:

- Improved layout and circulation to enhance supervision and safeguarding

EQUALITY IMPACT ASSESSMENT (EIA)

- Installation of en-suite facilities for teachers
- More flexible student accommodation arrangements
- Relocation of block shower facilities to eliminate the current internal flood risk
- Refurbishment of finishes and furnishings to a robust, modern standard
- Accessibility improvements to ensure compliance with the Equality Act 2010

Without this investment, there is a growing risk of declining customer numbers and reputational damage, which would threaten the centre's long term financial viability. In the event of closure, the site would quickly become a financial liability to the Council, requiring ongoing maintenance and security costs. Closure would also result in the loss of a cherished community asset that has played a significant role in the lives of Coventry residents for generations.

The centre continues to be well used by the majority of Coventry schools, with pricing structures designed to ensure pupils from all backgrounds are able to access residential outdoor education. This supports the Council's wider objectives around improving outcomes for children and young people and tackling inequalities within communities.

1.3 List organisations and people who are involved in this area of work

Coventry City Council
 Coventry Schools - staff and pupils
 Other visitors to Plas Dol-y-Moch
 Relevant Organisations within Snowdonia (where located)

1.4 Who will be responsible for implementing the findings of this EIA?

Faye Parklen – Head of Education Entitlement & Enrichment
 Rachael Sugars - Strategic Lead - Education

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

EQUALITY IMPACT ASSESSMENT (EIA)

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Analysis of participation at Plas Dol-y-Moch (PDyM) during 2024/25 shows that the centre provides a high-volume residential and enrichment offer to a predominantly 0–18 cohort drawn from diverse communities, underscoring its role as a citywide inclusion asset rather than a discretionary enrichment service.

Across all provision types, PDyM supported **3,197 participants**, of whom **2,967 (93%)** were aged 0–18, confirming that its core reach aligns firmly with statutory education cohorts. The remaining **230 participants (7%)** aged 19–64 were largely from special-school and non-school groups, reflecting continued engagement by young adults with additional or specialist needs.

Alongside mainstream school participation, PDyM works with the Virtual School to provide bespoke residential and outdoor learning programmes for children and young people in care, ensuring that some of Coventry's most vulnerable learners can access structured and supportive enrichment opportunities.

Participation is strongly gender-balanced across all phases, with no evidence of systemic exclusion. Primary schools—the largest user group—show near parity (1,249 males; 1,238 females), mirrored in secondary schools (77 males; 75 females) and non-school groups (32 males; 32 females). This is notable given national evidence that boys typically access adventurous and physically demanding outdoor activity at higher rates; parity at PDyM indicates a genuinely gender-neutral gateway to residential outdoor learning.

Ethnic participation also reflects broad inclusivity. Within primary cohorts, PDyM welcomed **1,053 White, 368 Asian, 354 Black, 142 Mixed-heritage, 31 Chinese**, and **86 pupils from Other ethnic groups**, with similarly diverse representation across secondary, special and external groups.

Socio-economic disadvantage is another key determinant of access. Schools regularly draw on delegated budgets, Pupil Premium and subsidy arrangements to secure participation for pupils eligible for Free School Meals (FSM). As a result, PDyM supports pupils who would otherwise face financial barriers to residential and adventure-based learning, actively redistributing access towards disadvantaged groups.

The involvement of special schools and specialist groups indicates significant use by learners with complex SEND and disability—groups often excluded from residential settings due to accessibility, safeguarding or supervision constraints. This makes the physical condition of the site an equality issue: the proposed refurbishment and development, including improved circulation, safer shower facilities, modernised accommodation and additional flexible indoor space, directly address environmental barriers that can limit participation for disabled pupils and mixed-gender staffing teams.

JSNA and Census data show that children and young people from ethnically diverse, disabled and deprived communities are more likely to experience poorer health outcomes and lower levels of physical activity. PDyM's user profile demonstrates that the centre is already reaching these cohorts at scale, positioning it as an important public-health and inclusion asset within Coventry's wider education system. Without continued investment, deterioration of the site would disproportionately remove access from children with the fewest alternative routes to outdoor, residential and confidence-building experiences.

EQUALITY IMPACT ASSESSMENT (EIA)

In summary, the participation profile and associated equality considerations confirm that investment in PDyM is central to sustaining fair access to residential outdoor learning and preventing disproportionate disadvantage to learners who rely most on this provision.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. **Give every child the best start in life**
2. **Enable all children, young people and adults to maximise their capabilities and have control over their lives**
3. Ensure a healthy standard of living for all
4. Create fair employment and good work for all
5. **Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention
7. **Tackle racism, discrimination and their outcomes**
8. **Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	The centre primarily serves children and young people from Coventry schools, and refurbishment will ensure they continue to benefit from enriching residential learning experiences. Improved facilities and increased capacity will support participation, learning, confidence building, and wellbeing outcomes for pupils.
Age 19-64	P	Improved accommodation arrangements and provision of ensuite facilities for teachers also supports staff wellbeing and privacy, particularly for mixed gender groups
Age 65+	NI	NA
Disability	P	Accessibility improvements aimed at compliance with the Equality Act 2010 will enhance access for disabled pupils and staff. This will allow disabled pupils to participate on an equal basis with their peers and supporting improved educational and long term outcomes.

EQUALITY IMPACT ASSESSMENT (EIA)

		Improved layout, circulation, and modernised facilities will make the centre more inclusive and safer for those with mobility, sensory, or other additional needs.
Gender reassignment	NI	NA
Marriage and Civil Partnership	NI	NA
Pregnancy and maternity	NI	NA
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	The centre is used by schools serving highly diverse communities. Maintaining affordable access ensures pupils from all ethnic backgrounds can continue to benefit from residential outdoor education experiences that may otherwise be inaccessible. This supports inclusion and equal access to enrichment opportunities.
Religion and belief	NI	NA
Sex		The provision of ensuite facilities for teachers also supports staff wellbeing and privacy, particularly for mixed gender groups
Sexual orientation	NI	NA

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	The investment in Plas DolyMoch is expected to have a positive impact on care experienced children and young people by safeguarding access to high quality residential outdoor education. Such experiences can support confidence, resilience, wellbeing, and positive relationships, which are particularly beneficial for those with care experience. Improvements to safeguarding, accommodation quality, and accessibility will help ensure the centre provides a safe, inclusive, and supportive environment, enabling care experienced pupils to participate on an equal basis with their peers and supporting improved educational and long-term outcomes.
Armed Forces	NI	NA
Social Economic Groups (low income, poverty, education, unemployment,	P	By maintaining an affordable, council owned provision used by the majority of Coventry schools the proposal helps ensure that children who may otherwise face financial barriers can continue to benefit from enrichment opportunities that support educational achievement,

EQUALITY IMPACT ASSESSMENT (EIA)

community safety and social support)		wellbeing, confidence, and long-term outcomes, contributing to the reduction of inequality across the city.
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SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through feedback received during the consultation process and after implementation, if the proposal is adopted.

Monitoring will include continuing to operate the centre at full cost recovery, reviewing complaints and comments, conducting surveys with children, and holding focus groups to gather qualitative insights.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

NA

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

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Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

EQUALITY IMPACT ASSESSMENT (EIA)

7.0 Approval

Name of Head of Service: Rachael Sugars	Date approved by Head of Service: 28/01/26
Name of Director: Sukriti Sen	Date sent to Director: 28/01/26

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Connected Futures: Bridging the GAP from Education to Employment: Focus on 14-16 (this is linked to proposal for 16-18: Transforming Futures: A Strategic Approach to Tackling NEET)
EIA Author	Name	Faye Parklen
	Position	Head of Education Entitlement & Engagement
	Date of completion	28/01/26
Director	Name	Sukriti Sen
	Position	Director of Childrens and Education
Cabinet Member	Name	Cllr Sandhu
	Portfolio	Education & Skills

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

Connected Futures sets out a joined up, citywide approach to preventing and reducing the number of young people who are Not in Education, Employment or Training (NEET) in Coventry. By identifying young people at risk at an early stage and supporting them through tailored 14–16 pathways, aligned 16–18 study programmes, and onward progression into employment or training, the programme focuses on creating clear, supported transitions from education into adulthood. This work directly links to, and complements, the *Connecting Pathways, Creating Futures* proposal.

The overarching ambition is to support every learner to become a healthy, thriving adult with access to aspirational career opportunities. Together, these proposals set out a strategic, system led approach to reducing NEET levels in Coventry and improving transition outcomes beyond age 18, particularly for vulnerable young people.

The initiative places strong emphasis on early identification of need, bespoke curriculum pathways, and clearly defined transition routes from statutory education (14–16) into post-16 provision. A linked proposal focuses on developing strengthened course options for learners aged 16–18, creating seamless progression routes from 14–16 into post-16 education and training. This integrated approach is designed to reduce NEET risk, improve engagement, and secure sustained positive outcomes.

EQUALITY IMPACT ASSESSMENT (EIA)

The programme builds on the established Coventry Alternative Provision (CAP) Graduated Model of Support, a mature and fully embedded framework used by all secondary schools across the city. Within this model, the Tier 1 pathway provides Coventry's early intervention offer for young people beginning to disengage from education.

Tier 1 supports early identification of learners presenting known NEET risk factors, including special educational needs, persistent or emerging absence, fixed term exclusions or suspensions, low or declining attainment, and low parental engagement. Identified learners access a bespoke, flexible curriculum alongside mainstream schooling, designed to reengage them with learning.

Through vocational learning, functional skills development, and aspiration building experiences delivered by quality assured providers, young people are supported to achieve recognised qualifications and successfully complete their secondary education.

The CAP framework provides access to approximately 75 approved providers, offering a broad range of vocational pathways, core functional skills in English and maths, and qualifications from Entry Level through Levels 1, 2 and 3. This breadth enables provision to be tailored to individual needs, with a strong focus on relevance, engagement, and employability.

By strengthening Tier 1 early intervention, aligning 14–16 provision with a newly developed post-16 study programme, and establishing clear routes to post-18 destinations, Connected Futures aims to reduce NEET risk, increase participation, and deliver sustained positive outcomes for young people across the city.

Investment

- Year 1: £300,000: This funding will be allocated to subsidise CAP Tier 1 provision for schools, ensuring targeted access for young people who are at risk of disengagement from compulsory education.
- Year 2: £250,000 (phased reduction) : See description for year 1. We will continue to seek funding from other sources in the longer term to support schools with the cost of the courses.
- Year 3: £200,000 (phased reduction): See description for year 1. We will continue to seek funding from other sources in the longer term to support schools with the cost of the courses.

1.3 List organisations and people who are involved in this area of work

Statutory school age children and young people accessing the service
 CCC
 Schools and Education Partners
 Coventry Alternative Provision framework providers
 Supporting organisations

1.4 Who will be responsible for implementing the findings of this EIA?

Faye Parklen – Head of Education Entitlement & Enrichment
 Rachael Sugars – Strategic Lead Education and SEND

EQUALITY IMPACT ASSESSMENT (EIA)

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

CAP service-level picture (2024/25)

Analysis of the Coventry Alternative Provision (CAP) activity during 2024/25 demonstrates that the service continues to engage a high needs cohort of learners who present known risk factors for disengagement and potential NEET outcomes. A total of 313 secondary age pupils accessed 410 CAP Tier 1–3 provisions (aimed at providing vocational qualifications and personal development), with referred learners showing high rates of vulnerability: 60% eligible for Free School Meals (FSM), 25% with an Education and Health Care Plan (EHCP), 49% Special Educational Needs (SEN) Support, 62% male, and 79% White British. This profile highlights a disproportionate representation of disadvantaged pupils and those with SEND when compared with citywide averages.

Secondary phase permanent exclusion (PEX) patterns mirror national trends, with the highest concentration in Year 10 (35%), followed by Year 9 (30%) and Year 11 (14%). The PEX cohort demonstrates similar vulnerability indicators, including 65% FSM, 8% EHCP, and 37% SEN Support, reinforcing the link between disadvantage, SEND and exclusion.

Early intervention data indicates that of 137 Section 19 referrals, 87 (63.5%) were recommended to commence a vocational or alternative provision pathway through CAP Tier 1 as a preventative measure, and to support engagement with education.

Notably, 85% of pupils permanently excluded during 2024/25 had not accessed CAP Tier 1 earlier in the year, signalling a substantial missed opportunity for early intervention and suggesting that increasing the reach and timeliness of Tier 1 provision, whilst reducing the cost could reduce escalation to exclusion.

EQUALITY IMPACT ASSESSMENT (EIA)

Patterns across protected and vulnerable groups reveal overrepresentation among pupils eligible for FSM, those with SEND, and boys, consistent with both local service data and national trends. Ethnic representation also indicates that White British pupils are overrepresented in CAP relative to the wider school age population, based on Census comparators, indicating potential disparities in engagement and referral pathways.

Taken together, the evidence highlights the importance of early identification and timely access to Tier 1 pathways in reducing risk, supporting engagement, and preventing escalation to exclusion. Additional data on current CAP participants, including suspension levels, exclusion trajectories, EHCP representation and continued Section 19 activity, will further strengthen the assessment of impact and inform future service planning. Disengagement with statutory school age education has a high risk of future NEET status.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. **Give every child the best start in life**
2. **Enable all children, young people and adults to maximise their capabilities and have control over their lives**
3. Ensure a healthy standard of living for all
4. Create fair employment and good work for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health prevention
7. **Tackle racism, discrimination and their outcomes**
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	The programme is specifically designed for young people aged 14–16 and focuses on early identification, tailored support, and smoother transition through education, training, and employment. This targeted approach supports improved outcomes for young people at risk of becoming NEET. There is a linked proposal covering 16-18.
Age 19-64	NI	NA
Age 65+	NI	NA

EQUALITY IMPACT ASSESSMENT (EIA)

Disability	P	Young people with Special Educational Needs and Disabilities (SEND) are disproportionately represented among those at risk of disengagement and becoming NEET. Pupils with an EHCP and on SEN support are over-represented in the exclusion and CAP data The use of bespoke curriculum pathways, flexible provision, and early intervention ensures support can be adapted to meet individual needs and promote inclusion.
Gender reassignment	NI	NA
Marriage and Civil Partnership	NI	NA
Pregnancy and maternity	NI	NA
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Young people from some backgrounds are statistically more likely to face barriers to progression pre and post-16. Early identification, tailored support, and clear progression pathways can help reduce disparities in participation, achievement, and progression into education, employment, or training. White British pupils are over-represented within PEX and CAP relative to the school-age population.
Religion and belief	NI	NA
Sex	P	Both young males and females face different risks of disengagement from education such as exclusion. The programme's personalised and vocational pathways help address gendered patterns of disengagement and encourage participation across a wide range of sectors and learning routes. Male pupils are over-represented within PEX and CAP relative to the school-age population.
Sexual orientation	NI	NA

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	The proposal will positively impact care-experienced pupils. This group are more likely to face barriers to progression pre and post-16. Early identification, tailored support, and clear progression pathways can help reduce disparities in participation, achievement, and progression into education, employment, or training.
Armed Forces	NI	NA
Social Economic Groups (low income,	P	Connected Futures is expected to have a positive impact on young people from lower socio-economic backgrounds by reducing the risk

EQUALITY IMPACT ASSESSMENT (EIA)

poverty, education, unemployment, community safety and social support)		of becoming NEET through early identification, tailored learning pathways, and clear progression routes into education, training, or employment. Pupils entitled to FSMs are over-represented within PEX and CAP relative to the school-age population. By addressing barriers linked to disadvantage and improving engagement and transitions, the programme supports improved life chances and contributes to reducing inequality across the city.
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SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through feedback received during the consultation process and after implementation, if the proposal is adopted.

Monitoring will include reviewing complaints and comments, conducting surveys with children, and through the CAP Multi-Agency Panel and wider Education Partnership.

In addition, education data (including achievement and destinations) will be monitored to ensure that the changes have a positive effect on children and young people's outcomes. Case Study work will also be captured and shared through the CAP Multi-Agency Panel and wider Education Partnership.

Routinely, reports are taken to Scrutiny Board 2 in this area, and wider education performance is taken on an annual basis.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

N/A

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups

EQUALITY IMPACT ASSESSMENT (EIA)

Both positive and negative impact has been identified for one or more protected groups
 The potential impact of this proposal on protected groups is not yet known

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Rachael Sugars	Date approved by Head of Service: 28/01/26
Name of Director: Sukriti Sen	Date sent to Director: 28/01/26

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Transforming Futures: A Strategic Approach to Tackling NEET
EIA Author	Name	Kim Mawby
	Position	Head of Skills, Employment and Adult Education
	Date of completion	02.02.2026
Director	Name	Clare Boden-Hatton
	Position	Director of Planning & Performance
Cabinet Member	Name	Cllr Kindy Sandhu
	Portfolio	Cabinet Member for Education and Skills

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

We propose a strategic, joined-up approach to tackling NEET by identifying and supporting young people early, guiding them through bespoke 14–16 curriculum pathways into 16–18 Study Programmes, and onward to 18+ training and employment. Our aim is to ensure every learner can progress into adulthood with the skills, confidence and access to aspirational career pathways.

The £400K proposal sets out a clear, system-led approach to preventing and reducing the number of young people who are Not in Education, Employment or Training (NEET) in Coventry. It focuses on early identification, tailored curriculum pathways, and strong transition routes from compulsory education into post-16 provision.

The proposal responds directly to a recognised gap in current provision by offering an alternative post-16 pathway for young people without sixth form offers, particularly those who struggle to engage in mainstream college environments. By widening the breadth of post-16 options, it ensures vulnerable young people are not left without appropriate, supportive or aspirational routes at this critical transition point.

The project develops new Post-16 Study Programme options for learners aged 16–18, creating seamless progression from 14–16 provision into post-16 learning. Strengthening continuity

EQUALITY IMPACT ASSESSMENT (EIA)

across phases will reduce NEET risk, improve engagement, and secure sustained positive outcomes.

The Study Programmes will combine vocational learning, functional skills and employability development, with clear progression routes into apprenticeships, employment or further education. This integrated approach will support sustained engagement throughout the critical 16–18 phase and reduce the likelihood of young people becoming NEET.

Progression into post-18 destinations will be intentionally planned and built directly from the 16–18 Study Programmes. Pathways will be developed in partnership with employers, training providers and apprenticeship organisations, with a strong emphasis on apprenticeships as a positive and sustained destination. Vocational skills, qualifications and employability competencies gained through the Study Programme will directly align with entry requirements and labour market needs.

For learners progressing into further education, clear pathways into Level 2 and Level 3 programmes will be identified, ensuring appropriate preparation and support. Throughout this transition, young people will receive structured support, careers guidance and destination planning to enable informed choices and sustained participation by

There will be 2 cohorts (a maximum of 14 learners per group) of 16-18-year-old learners per academic year.

We propose to offer career pathways through the following sectors:

- * Outdoor Learning: Environmental studies, land-based skills, and outdoor leadership.
- * Sports: Coaching, fitness training, and sports science.
- * Music / TV & Media: Creative production, broadcasting, and performing arts.
- * Design: Graphic design, product design, and creative technologies.
- * Hospitality: Catering, food service, and event management.
- * Retail: Customer service, merchandising, and business operations.
- * Childcare: Early years education and child development.
- * Construction Trades: Carpentry, plumbing, electrical installation, and multi-skills.

Eliminating discrimination and ensuring equitable access

The EIA highlights the positive impacts of the programme, and we have strengthened the approach by explicitly addressing how we will prevent discrimination and reduce barriers at every stage. Admissions processes will be transparent, consistent and designed to avoid bias, ensuring all eligible learners - including those with SEND, those at risk of exclusion, and those from disadvantaged backgrounds - can access provision fairly. This will include building on our direct partnerships with all Coventry SEND schools and CCC's SEND Team. SEND support will be standardised across delivery partners, supported by shared processes, agreed quality standards and joint training to ensure consistency of experience. Regular monitoring of admissions, participation, retention and achievement data will enable us to identify disparities early and take corrective action. This proactive approach ensures compliance with the Equality Act 2010 and provides best practice in accordance with Special Educational Needs under the SEND Code of Practice (January 2015) and aligns with statutory OFSTED expectations for inclusive practice.

EQUALITY IMPACT ASSESSMENT (EIA)

Transforming Futures aims to remove barriers for this cohort, including learners with SEND and those at risk of exclusion. The programme promotes equality by ensuring fair admissions, consistent SEND provision, and a unified quality framework across all delivery partners. Learner data on participation, retention and achievement is monitored to identify and address any disparities. This will meet statutory OFSTED guidelines for inclusivity and equality and support the needs of learners in line with the Equality Act 2010.

Workforce Recruitment and Training

In line with the SEND Code of Practice (January 2015), high-quality provision will be provided to meet the needs of children and young people with SEND. Given the programme's direct engagement with vulnerable young people, the new roles created will be recruited through inclusive, transparent processes. All recruitment will follow the statutory requirements of *Keeping Children Safe in Education (KCSIE) 2025*, including safer recruitment principles such as robust pre-employment checks, suitability screening and maintaining a safeguarding-focused culture throughout the recruitment process. Staff will receive appropriate training in safeguarding, inclusive practice, SEND awareness and discrimination prevention. Consistent expectations across providers will ensure appropriate data recording, shared standards and alignment with the programme's equality objectives.

In line with the Children and Families Act 2014 we will follow the Local Authority duty to ensure that high-quality teaching - often described as 'high-quality teaching for SEND' - is the first and universal offer for all learners, delivering inclusive, well-differentiated classroom practice that meets the diverse needs of children and young people before any additional or specialist support is considered.

Digital exclusion

Digital access is a known barrier for many young people at risk of becoming NEET. To address this, the programme will provide access to on-site digital facilities, structured digital skills development, and support with connectivity. We will utilise Coventry Connects to support with re-conditioned laptops, and free internet access so that learners can participate fully in both on-site and blended learning activities, and benefit from wider digital access.

1.3 List organisations and people who are involved in this area of work

Coventry's NEET children
 CCC Prospects (Part of Shaw Trust)
 Coventry Alternative Provision Framework Providers
 All Coventry Secondary Education and Post 16 Education Schools/Colleges

1.4 Who will be responsible for implementing the findings of this EIA?

Kim Mawby – Head of Skills, Employment and Adult Education

EQUALITY IMPACT ASSESSMENT (EIA)

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Coventry's population profile shows a growing and increasingly diverse youth demographic. In 2023, 22.3% of residents were aged under 18, 63.6% were working age and 14.1% were aged 65 or over. Population growth has been strongest among younger adults, influenced by the city's two universities and the expansion of higher-paid employment sectors. Children are significantly more diverse than the adult population and this diversity continues to increase. By January 2023, 58% of school-aged children were from an ethnic minority background, compared with 39.7% in 2012.

Although youth outcomes are improving, with more young people progressing into education, employment or training in 2023, challenges persist. An estimated 300 to 400 young people each year require targeted support. NEET and Not Known rates are highest in Henley, Foleshill, Longford, Westwood and Radford, which are also areas with high levels of deprivation. Vulnerable groups continue to experience greater disadvantage. Approximately 8.5% of young people with an EHCP and 6.5% of those receiving SEN Support are NEET or Not Known, although these levels remain below both the West Midlands and England averages.

Coventry's education and skills system provide a wide range of pathways for young people, supported by colleges, specialist providers and the Adult Education Service. The Adult Education study programme has grown rapidly since 2017 and now supports learners with diverse needs, including those referred by the Council's Specialist Education team. Colleges across the city offer thousands of places each year and provide academic, vocational and

EQUALITY IMPACT ASSESSMENT (EIA)

specialist options. Increasing demand for SEND provision continues to shape local planning and reinforces the importance of tailored, flexible learning routes. Overall, Coventry's demographic trends and area-based inequalities highlight the need for continued investment in responsive education, skills and employment programmes. Ensuring that young people from all communities can progress successfully remains central to strengthening long-term outcomes across the city.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. **Give every child the best start in life**
2. **Enable all children, young people and adults to maximise their capabilities and have control over their lives**
3. Ensure a healthy standard of living for all
4. Create fair employment and good work for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health prevention
7. **Tackle racism, discrimination and their outcomes**
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	<p>The proposal directly targets young people aged 14–18 and supports progression into 18+ education, training, and employment.</p> <p>The creation of bespoke post16 Study Programmes, particularly for learners without sixth form offers or who struggle in mainstream college environments, offers young people a supportive and aspirational alternative route.</p> <p>Structured progression planning, embedded careers guidance, and clear pathways into apprenticeships, employment, or further education support sustained engagement beyond age 18.</p>
Age 19-64	NI	
Age 65+	NI	

EQUALITY IMPACT ASSESSMENT (EIA)

Disability	P	Young people with Special Educational Needs and Disabilities (SEND) are disproportionately represented among those at risk of becoming NEET, with around 8.5% of those with an EHCP and 6.5% of those with SEN needs becoming NEET at 16. Bespoke curricula, flexible learning environments, and continuity from 14–16 into 16–18 Study Programmes will better support individual needs, sustained engagement and stronger progression pathways – as detailed in Summary 1.2.
Gender reassignment	NI	
Marriage and Civil Partnership	NI	
Pregnancy and maternity	P	Flexible, tailored pathways and structured transition support can help young parents remain engaged in education or training and reduce the risk of becoming NEET e.g. Flexible timetabling around health needs or parental responsibilities to support the continued participation of young parents or people who are pregnant. Clear links to childcare support e.g. early years provision and Family Hubs to provide learners with increased support. Enhanced safeguarding planning such as risk assessments and tailored support plans to promote continued engagement.
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Some ethnic minority groups experience higher NEET rates and barriers to post-16 progression. By widening access to supportive post-16 provision and clearer progression routes, the proposal may help reduce disparities in achievement and progression outcomes.
Religion and belief	NI	
Sex	P	The availability of vocational and alternative pathways may help address different patterns of disengagement experienced by young men and women. Offering varied routes into employment, apprenticeships, and training supports participation across genders and sectors
Sexual orientation	NI	

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	Around a third of Care Experienced Young People are NEET at age 16. The creation of bespoke post16 Study Programmes, particularly for learners without sixth form offers or who struggle in mainstream college environments, offers care experienced young people a supportive and aspirational alternative route. Structured progression planning, embedded careers guidance, and clear pathways into apprenticeships, employment, or further education support sustained engagement beyond age 18.

EQUALITY IMPACT ASSESSMENT (EIA)

		Partnership working with employers, training providers, and apprenticeship organisations will help ensure that vocational skills, qualifications, and employability competencies gained through the programmes align with labour market needs. This is especially important for care experienced young people, who may lack informal networks that typically support access to opportunities
Armed Forces	NI	
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	<p>A positive impact on young people from lower socio-economic backgrounds by reducing the risk of becoming NEET through early identification, tailored learning pathways, and clear progression routes into education, training, or employment.</p> <p>By addressing barriers linked to disadvantage and improving engagement and transitions, the programme supports improved life chances and contributes to reducing inequality across the city.</p>

SECTION 4 –Next steps

Planned Action	Owner	Timescale
Arrange meetings with pre-determined services to plan delivery model and implementation timeline	LL/FP	Jan 2026 – Apr 2026
Finalise recruitment process including shared roles and responsibilities, Matrix Management etc.	LL/AD	By Apr 2026
Extend existing Adult Education BI Dashboards to enable effective data and monitoring processes to measure programme impact	LL/AG	May 2026 – Aug 2026
Liaise with CCC Communications for engagement strategy and directly build on partnership with Coventry Alternative Pathways Framework, schools, CCC SEND Team, Prospects (16-18 NEET Tracking) and other partners.	HC/FP	Mar – Aug 2026
Ensure standard procedures followed for DBS enhanced recruitment and mandatory educational training.	HC	By Apr 2026
Strengthen partnership working with Family Hubs, early years providers, health partners and Job Shop to ensure wraparound support	HC/AD	Ongoing
Update CCC SLT on delivery plans, timelines and expected impact and accordance with normal governance processes.	KM	Ongoing

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through feedback received during the consultation process and after implementation, if the proposal is adopted.

Monitoring will include reviewing complaints and comments, conducting surveys with children, and holding focus groups to gather qualitative insights.

EQUALITY IMPACT ASSESSMENT (EIA)

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

Recruitment to:

- 2 x Tutor (G5 0.5FTE)
- 2 x Learning Support Assistant (G3 0.5FTE)
- 2 x Job Coach (G4 0.5FTE)

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

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Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Kim Mawby	Date approved by Head of Service: 02.02.26
Name of Director: Clare Boden-Hatton	Date sent to Director: 04.02.26

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Increased capacity and new approach to tackle ASB
EIA Author	Name	Davina Blackburn
	Position	Strategic Lead - Reg & Communities
	Date of completion	03/02/2026
Director	Name	Julie Newman
	Position	Director of Law and Governance
Cabinet Member	Name	Cllr Khan
	Portfolio	Community Safety

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project *(please give details)*

1.2 In summary, what is the background to this EIA?

Following the last budget the community safety team has become much more proactive and is having an impact on making people feel safer in the city.

By increasing the number of community wardens from 2 to 8, residents will notice a greater presence in the city of these officers who can step in to deter and act on anti-social behaviour (ASB).

Increasing the capacity to deploy community wardens will enable them to expand their presence out from the City Centre and into wards across the City and will also enable deployment to areas where issues of Criminal ASB are being reported.

This will contribute to increased public confidence and reinforce Coventry's reputation as a safe and welcoming city. A more visible and consistent presence in local areas will enhance residents' sense of safety, support wellbeing, and strengthen trust in public authorities.

Increased opportunities for engagement with trained community safety professionals will enable earlier, more effective and empathetic responses to issues, while improved lighting and management of public spaces will support a reduction in anti-social behaviour.

Total cost of over the next 3 financial years is £744,000

EQUALITY IMPACT ASSESSMENT (EIA)

1.3 List organisations and people who are involved in this area of work

Coventry residents, visitors and business
Enforcement team

1.4 Who will be responsible for implementing the findings of this EIA?

Davina Blackburn - Strategic Lead - Reg & Communities

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

2025 Q2 City Centre Public Spaces Protection Order - Data

- **182 notices issued for breach of PSPO primarily for street drinking and begging**
- **40 – fixed penalty notices breach of PSPO for e-bikes, busking.**

Coventry is a diverse and growing city with a young population and significant ethnic diversity. Around 18% of residents live with a disability, and health outcomes vary widely across wards—life expectancy differs by up to 11 years between the most and least deprived areas. The city faces notable health inequalities, with poorer communities experiencing worse health and shorter lives. Digital exclusion remains a concern, especially among older and low-income groups, though Coventry ranks highly for digital inclusion efforts through initiatives like #CovConnects. The proposed increase in community wardens can help address anti-social

EQUALITY IMPACT ASSESSMENT (EIA)

behaviour (ASB), improve perceptions of safety, and support health and wellbeing, particularly in disadvantaged areas. The initiative aligns with Coventry's Marmot City priorities by promoting equity, accessibility, and community trust.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
- 3. Ensure a healthy standard of living for all**
- 4. Create fair employment and good work for all**
- 5. Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
- 8. Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	Increased uniformed presence can deter ASB around schools, parks, bus stops and shopping areas;
Age 19-64	P	Increased uniformed presence can deter ASB around schools, parks, bus stops and shopping areas; older residents often report higher fear of crime.
Age 65+	P	Increased uniformed presence can deter ASB around schools, parks, bus stops and shopping areas; older residents often report higher fear of crime.
Disability	P	Increased presence can support safer use of public spaces, transport interchanges and routes for people with mobility, sensory or learning disabilities; better reporting of obstruction/harassment.

EQUALITY IMPACT ASSESSMENT (EIA)

		The team will need to ensure wardens can access BSL interpreters/relay services and accessible reporting options.
Gender reassignment	P	Increased presence can reduce harassment/hate incidents in public spaces
Marriage and Civil Partnership	NI	
Pregnancy and maternity	NI	
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Increased presence can reduce racially motivated harassment and improve safety perceptions
Religion and belief	P	Increased Presence near places of worship and during religious events can deter targeted ASB and support crowd safety.
Sex	P	Women and girls disproportionately report harassment in public spaces; visible wardens and rapid response can improve safety and confidence.
Sexual orientation	P	Increased presence can reduce harassment/hate incidents in public spaces

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	Increased uniformed presence can deter ASB around schools, parks, bus stops and shopping areas
Armed Forces	NI	
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	Increased presence is expected to have a positive impact on socio-economic groups, particularly people living in more deprived communities where antisocial behaviour and fear of crime are more prevalent. Increased visibility and proactive engagement will help deter ASB, improve feelings of safety, and support safer access to local services, transport and public spaces. Overall, the initiative helps reduce inequalities in community safety outcomes across the city.

EQUALITY IMPACT ASSESSMENT (EIA)

SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through feedback received during the consultation process and after implementation, if the proposal is adopted.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

Yes - Recruitment of 4 community wardens

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Davina Blackburn	Date approved by Head of Service: 03/02/2026
Name of Director: Julie Newman	Date sent to Director: 03/02/2026

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Average Speed Enforcement (ASE)
EIA Author	Name	David Keaney
	Position	Head of Network Management
	Date of completion	26/01/2026
Head of Service	Name	John Seddon
	Position	Strategic Lead - Policy & Innovation
Cabinet Member	Name	Patricia Hetherton
	Portfolio	City Services

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
 New service
 Review of policy / strategy
 Review of service
 Commissioning
 Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

Since 2019, Coventry City Council (CCC) has successfully delivered six phases of Average Speed Enforcement (ASE) across 18 corridors, covering a total of 46 km of strategic routes. ASE has proved highly effective in reducing speed related collisions and improving road safety outcomes by encouraging greater compliance with posted speed limits. This approach directly supports the West Midlands Regional Road Safety Partnership's ambition to halve the number of people killed or seriously injured (KSI) on the region's roads by 2030.

Average Speed Enforcement cameras operate using Automatic Number Plate Recognition (ANPR) technology to calculate vehicle speeds by measuring the time taken to travel between defined points. All ASE zones are clearly and prominently signed, as the primary aim is to encourage safer driving behaviour rather than issue penalties. Further information on ASE is available on the Council's website: <https://www.coventry.gov.uk/roads-highways-pavements/average-speed-enforcement-ase>

It is intended that the ASE programme within the city will be continued and where appropriate expanded in order to target and address concerns over inappropriate speed across the city. As part of this approach, the Council will continue to:

- Support ongoing operational expenditure, including maintenance, calibration and reactive repairs
- Explore opportunities to expand the ASE network, where aligned with corporate, political and community priorities

EQUALITY IMPACT ASSESSMENT (EIA)

- Work in partnership with West Midlands Police and the West Midlands Road Safety Partnership to ensure the financial sustainability of ASE operations without compromising other network management activities

1.3 List organisations and people who are involved in this area of work

Coventry residents, visitors and business
Enforcement team

1.4 Who will be responsible for implementing the findings of this EIA?

John Seddon - Strategic Lead - Policy & Innovation

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

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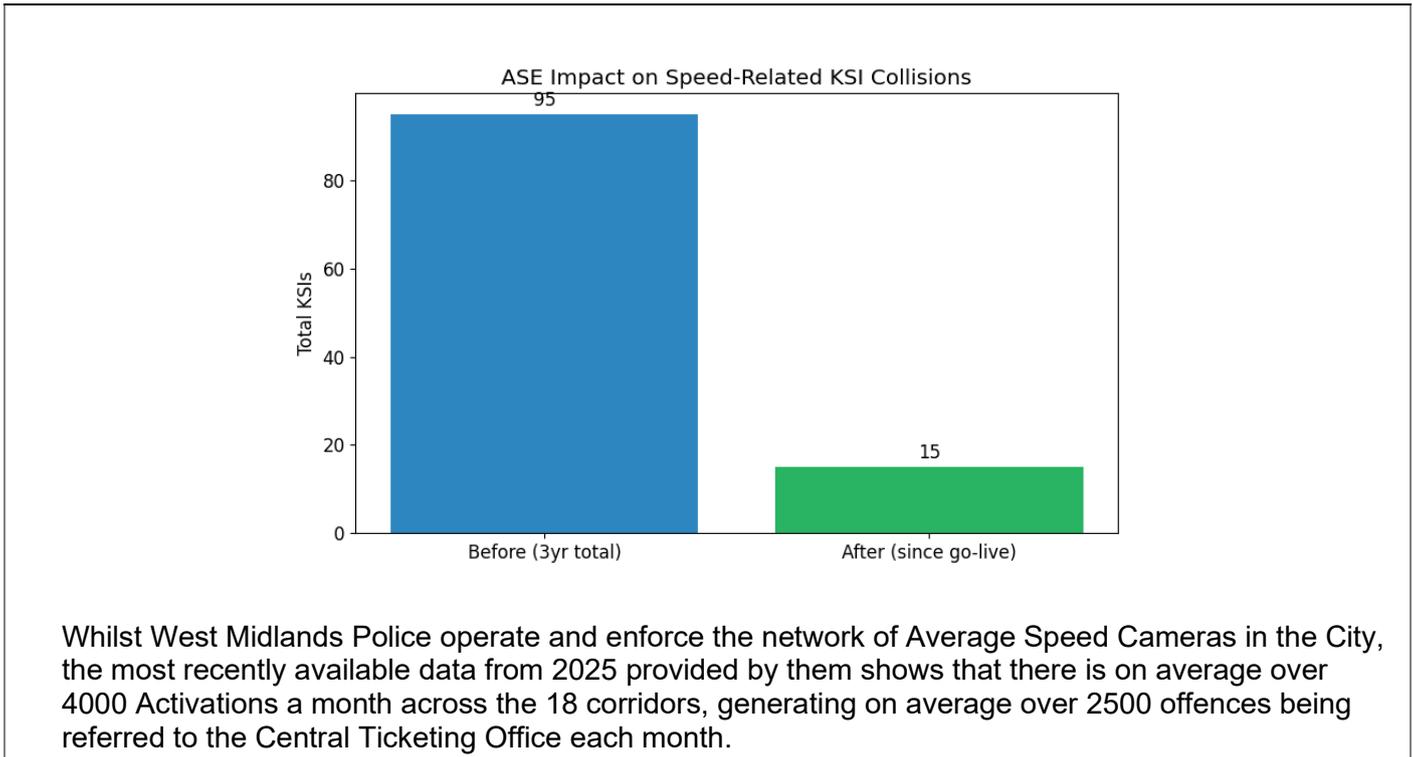
2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Road traffic collisions in the city have steadily declined over the last 15 years, as shown below, with ASE now being one of the primary interventions deployed in order to continue this good progress seen.

The total Killed and Serious Injury collisions which occurred in the three years before ASE was introduced (95) compared with speed related KSIs since go live (15) across the 18 ASE corridors is shown below. This represents an 84% reduction, demonstrating the substantial safety impact of the programme. It should be noted that a number of the sites have not been live for a three-year period yet and as such further time will be needed to establish and review a robust data set. The initial figures are however promising.

EQUALITY IMPACT ASSESSMENT (EIA)



2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
- 3. Ensure a healthy standard of living for all**
4. Create fair employment and good work for all
- 5. Create and develop healthy and sustainable places and communities**
- 6. Strengthen the role and impact of ill health prevention**
7. Tackle racism, discrimination and their outcomes
- 8. Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	Children are disproportionately at risk of serious injury in speed related collisions. Improved compliance with speed limits reduces the

EQUALITY IMPACT ASSESSMENT (EIA)

		likelihood and severity of accidents, supporting safer streets and travel routes.
Age 19-64	P	Older people are disproportionately at risk of serious injury in speed related collisions. Improved compliance with speed limits reduces the likelihood and severity of accidents, supporting safer streets and travel routes.
Age 65+	P	Older people are disproportionately at risk of serious injury in speed related collisions. Improved compliance with speed limits reduces the likelihood and severity of accidents, supporting safer streets and travel routes.
Disability	P	Safer traffic speeds benefit disabled people, including those with mobility, sensory or cognitive impairments, by improving confidence when crossing roads, walking, cycling or using public transport along busy corridors.
Gender reassignment	NI	
Marriage and Civil Partnership	NI	
Pregnancy and maternity	P	Reduced vehicle speeds improve safety for pregnant people and those travelling with young children, buggies or pushchairs, particularly when crossing roads or walking near strategic routes.
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Coventry is a multi-ethnic city The ASE scheme will indirectly help provide an enhanced environment for all road users, regardless of race. In addition, creating roads where driver behaviour will become more predictable is expected to improve the perception of safety for all. It is expected that benefits will be significant for ethnic minorities falling under levels of deprivation. A study by 'Agilysis' out of 100,000 annual pedestrian casualties in the UK, 62% were deprived and an ethnic minority whilst 20% were white and not deprived. This means that ethnic minority pedestrians from deprived communities are over three times more likely to be injured on Britain's roads than White non-deprived pedestrians.
Religion and belief	NI	
Sex	P	Women and girls often report higher concerns around traffic danger and road safety. Lower vehicle speeds improve perceived and actual safety when travelling or accessing local services.
Sexual orientation	NI	

EQUALITY IMPACT ASSESSMENT (EIA)

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	
Armed Forces	NI	
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	The continued operation and expansion of Average Speed Enforcement (ASE) is expected to have a positive impact on socio-economic groups, particularly residents in more deprived areas who are more likely to live near busy routes and be affected by road traffic collisions. Safer speeds benefit people on lower incomes who rely more on walking, cycling and public transport by improving safety and access to jobs, services and education. Overall, ASE helps reduce inequalities in road safety outcomes and supports fair access to a safer transport network across the city.

SECTION 4 – Next steps

Planned Action	Owner	Timescale
None identified.	NA	NA

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through feedback received during the consultation process and after implementation.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

No

EQUALITY IMPACT ASSESSMENT (EIA)

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: John Seddon	Date approved by Head of Service: 27/01/2025
Name of Director: Andy Williams	Date sent to Director: 27/01/2025

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Godiva Festival & Extended Events Programme
EIA Author	Name	David Nuttall
	Position	Strategic Lead – Culture, Sports and Events
	Date of completion	29.01.26
Director	Name	Andy Williams
	Position	Director of Regeneration and Economy
Cabinet Member	Name	Cllr Abdul Salam Khan
	Portfolio	Cabinet Member for Policing and Equalities

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
 New service
 Review of policy / strategy
 Review of service
 Commissioning
 Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

In response to the financial pressures associated with delivering the traditional Godiva Festival in War Memorial Park, particularly during a period of low disposable income and heightened financial risk for the Council, an alternative city centre model has been proposed. “Godiva in the City” would be significantly less costly to deliver and would include free entry for the public to significant aspects of the programme offering, reducing financial risk while maintaining broad public access.

With c.60% of the current Godiva audience drawn from CV1–CV6 postcodes, a largely free city centre offer is expected to increase accessibility and ensure greater benefit for residents. The event will showcase local bands and performers, delivering a diverse and inclusive programme that promotes civic pride and community cohesion, while maintaining high production values. This model replaces the large scale, park-based music festival with a more financially sustainable and community focused alternative, with reduced reliance on earned income.

Alongside this approach, the Council will soft test the market for private sector promoters to explore opportunities for a commercially promoted park-based music event from 2027 onwards, thereby retaining the Godiva brand and seeking to secure a green-field festival experience, while reducing public sector exposure to financial risk.

The revised events programme also expands beyond a single festival to include a broader programme of free, family friendly events and the amplification of some existing city events. These events will support tourism, community engagement and the nighttime economy.

EQUALITY IMPACT ASSESSMENT (EIA)

This new strategic approach to events delivery will be overseen through the establishment of a high-level City Events Steering Group, ensuring coordinated planning, strong governance and maximum impact for residents, visitors and the city's cultural profile.

The Godiva in the City budget (£250k) will cover programme content, production, safety and security, audience welfare and accessibility, promotion, public liability insurance, sustainability measures, cleanliness and hospitality for the event.

The extended programme budget (£150k) will support wider city events programming across the above areas, in line with event requirements.

1.3 List organisations and people who are involved in this area of work

Coventry residents, business and visitors
Coventry City Council
Destination Coventry
Coventry BID

1.4 Who will be responsible for implementing the findings of this EIA?

Jon Hogan – Head of Events

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

EQUALITY IMPACT ASSESSMENT (EIA)

Ticket Sales 2021 – 2025

	Adult		Concession		Child		Under 5's		Family		Super Concession		Carer		TOTAL	
	Quantity	£	Quantity	£	Quantity	£	Quantity	£	Quantity	£	Quantity	£	Quantity	£	Quantity	£
Godiva Festival 2021	31,812	£189,392.50	4,687	£20,117.50	2,727	£11,755.50	2,126	£0.00	10,051	£38,981.86	0	£0.00	70	£0.00	51,473	£260,247.36
Godiva Festival 2022	39,470	£283,626.50	6,723	£35,088.00	4,042	£23,343.00	2,485	£0.00	16,598	£72,478.70	0	£0.00	81	£0.00	69,399	£414,536.20
Godiva Festival 2023	36,482	£343,878.00	7,533	£54,997.50	4,653	£34,180.50	2,888	£0.00	18,236	£98,630.10	0	£0.00	979	£0.00	70,771	£531,686.10
Godiva Festival 2024	24,214	£332,174.50	5,583	£59,975.50	3,232	£37,519.00	2,011	£0.00	8,835	£80,135.99	2,342	£17,407.00	1,231	£0.00	47,448	£527,211.99
Godiva Festival 2025	16,957	£217,947.26	3,114	£30,210.09	2,614	£26,361.41	1,243	£0.00	8,518	£72,514.03	1,738	£13,480.00	931	£0.00	35,115	£360,512.79

The festival experienced continuous growth from 2021 to 2023, peaking in both attendance and income in 2023. However, 2025 saw a substantial drop across all ticket categories, with total revenue falling by over £160,000 compared with the previous year.

Delivering Godiva in the City directly responds to feedback from non-attendees in 2025. 55% of survey respondents not attending the festival identified the cost of tickets/value for money as the primary barriers to attending the festival. From a web-based survey of customers who did not purchase a ticket before stepping off the website, we have the following data as reasons for not purchasing;

- Price, 272, 44%
- Line-up, 121, 19%
- Value for money, 68, 11%
- Safety, 32, 5%
- Date, 31, 5%
- Other, 23, 4%
- Ticketing issue, 22, 4%
- "This used to be free", 20, 3%
- Access concerns, 19, 3%
- Location/ Transport links, 13, 2%
- Age limit, 4, 1%

By introducing a largely free-to-enter city centre event offer, the Council will maintain the strong Godiva brand while addressing current cost of living pressures faced by residents. This approach significantly reduces reliance on earned income and creates a lower risk, more financially sustainable model, in contrast to the 2025 festival where reduced ticket sales led to a notable financial underperformance and cost pressure for the Council.

Shifting to a multi-site city centre format also allows the programme to showcase local talent, reducing dependence on high-cost headline artists and the escalating expenses associated with staging a largescale, park-based mass gathering. Capacity will be actively managed, with clear terms of entry retained for individual venues to ensure a safe and well-regulated event environment.

2.2 Please highlight which Marmot Principles does this EIA Support

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Ensure a healthy standard of living for all
4. Create fair employment and good work for all
5. **Create and develop healthy and sustainable places and communities**

EQUALITY IMPACT ASSESSMENT (EIA)

6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. **Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	Free/low-cost entry and a central, multi-site offer improves access for children, young people and older residents and reduces cost barriers for families. It will allow this group to participate at events
Age 19-64	P	Free/low-cost entry and a central, multi-site offer improves access for young people and older residents and reduces cost barriers for families. It will allow this group to participate at events
Age 65+	P	Free/low-cost entry and a central, multi-site offer improves access for children, young people and older residents and reduces cost barriers for families. It will allow this group to participate at events
Disability	P	Largely removing ticket costs and delivering events in the city centre increases accessibility for disabled people who rely on public transport and accessible routes. Things to ensure that are in place to ensure access are Inclusive venue selection; accessibility audits, accessible viewing areas, toilets and information; trained stewards and clear contact points.
Gender reassignment	NI	
Marriage and Civil Partnership	NI	

EQUALITY IMPACT ASSESSMENT (EIA)

Pregnancy and maternity	P	Free/low-cost entry reduces financial pressure; city centre locations improve access for those with buggies and caring responsibilities.
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Diverse programming (e.g. potential Mela, 2 Tone Day) supports representation of Coventry's ethnically diverse communities. The free offer increases access for communities disproportionately affected by cost barriers.
Religion and belief	NI	
Sex	NI	
Sexual orientation	P	Amplification of Coventry Pride and inclusive programming improves visibility, representation and participation for LGBTQ+ residents.

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	
Armed Forces	NI	
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	The move to a largely free/low cost, city centre Godiva event is expected to have a positive impact on socioeconomic groups, particularly residents on lower incomes who identified ticket cost as a key barrier to attendance. Free entry removes a significant financial obstacle and improves access for families and individuals from more deprived communities.

SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

Analysing <ul style="list-style-type: none"> Number of attendees Feedback Surveys Economic activity

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

EQUALITY IMPACT ASSESSMENT (EIA)

N/A

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
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Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: David Nuttall 	Date approved by Head of Service: 30/01/26
Name of Director: Andy Williams	Date sent to Director: 30/01/26

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Free to play facilities improvement scheme (War Memorial Park)
EIA Author	Name	Tim Wetherill
	Position	Parks and Open Spaces Manager
	Date of completion	02/02/2026
Director	Name	Mark Adams
	Position	Director of City Services
Cabinet Member	Name	Cllr K Caan
	Portfolio	Sports Physical Activities and Parks

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

War Memorial Park is one of Coventry's most cherished community spaces, welcoming over one million visitors each year and providing vital opportunities for recreation, wellbeing, and social connection. It's free to play facilities have long offered a safe, inclusive environment for children and families, ensuring access to play regardless of income.

However, a historic lack of investment has left these facilities increasingly unavailable and at risk of permanent closure. The park's popular water feature closed permanently in 2023, and the ageing playground is nearing the end of its operational life, with closure likely within the next five years. Without action, War Memorial Park risks losing a vital community asset that supports health, inclusion, and wellbeing for residents of all ages.

To safeguard this essential resource, the Council proposes to invest £450k in a new, fully accessible MultiUse Games Area (MUGA) alongside a modern children's play area. These upgrades will ensure continued free access for all, delivering high quality spaces that promote physical activity, support healthy lifestyles, and strengthen community connections.

By investing now, we can protect a cornerstone of Coventry's wellbeing offer—keeping play free, accessible, and welcoming for generations to come.

EQUALITY IMPACT ASSESSMENT (EIA)

1.3 List organisations and people who are involved in this area of work

Coventry Residents
CCC

1.4 Who will be responsible for implementing the findings of this EIA?

Mark Adams - Director of City Services

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Over 1 million people visit the War Memorial Park annually. Data relating to users is not currently held however evidence suggests that older people, young people, people from lower socioeconomic backgrounds, disabled people, and Black, Asian and minority ethnic communities are significantly less likely to visit parks or protected landscapes. Barriers include cost, transport, lack of confidence, and not feeling a sense of belonging. These can be both practical (e.g., transport, toilet facilities) and psychological (e.g., fear for safety or not seeing people “like them” in nature spaces).

2.2 Please highlight which Marmot Principles does this EIA Support.

1. **Give every child the best start in life**
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. **Ensure a healthy standard of living for all**
4. Create fair employment and good work for all
5. **Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention

EQUALITY IMPACT ASSESSMENT (EIA)

7. Tackle racism, discrimination and their outcomes
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	<p>Children and young people will benefit from safe, free to access spaces for play, sport and informal physical activity, supporting physical health, mental wellbeing and social development. Multisport MUGAs encourage regular engagement and positive use of public space.</p> <p>Green spaces with accessible equipment support light to moderate physical activity, which can aid physical and mental wellbeing.</p> <p>Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free access is particularly important for residents who may already face travel costs.</p>
Age 19-64	P	<p>Green spaces with accessible equipment support light to moderate physical activity, which can aid physical and mental wellbeing</p> <p>Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free access is particularly important for residents who may already face travel costs.</p>
Age 65+	P	<p>Older people benefit from accessible equipment and nearby facilities that promote low impact exercise, helping to maintain mobility, independence and mental wellbeing. Proximity to homes reduces travel barriers.</p> <p>Green spaces with accessible equipment support light to moderate physical activity, which can aid physical and mental wellbeing.</p> <p>Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free</p>

EQUALITY IMPACT ASSESSMENT (EIA)

		access is particularly important for residents who may already face travel costs.
Disability	P	<p>The provision of modern, fully accessible MUGAs and outdoor gym equipment supports disabled people by reducing physical and environmental barriers to participation. An open and inclusive design promotes independence, builds confidence, and supports social inclusion. Improved access to physical activity also contributes to better physical and mental health outcomes for disabled residents, who are disproportionately affected by health inequalities.</p> <p>Green spaces with accessible equipment support light to moderate physical activity, which can aid physical and mental wellbeing</p> <p>Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free access is particularly important for residents who may already face travel costs.</p>
Gender reassignment	P	<p>Open, inclusive public spaces designed for community use help reduce exclusion and can foster safer environments.</p> <p>Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free access is particularly important for residents who may already face travel costs.</p>
Marriage and Civil Partnership	NI	
Pregnancy and maternity	P	<p>Pregnant people and new parents benefit from flexible, informal, and free facilities that can be accessed around caring responsibilities. Local green spaces with accessible equipment support light to moderate physical activity, which can aid physical and mental wellbeing during and after pregnancy.</p> <p>Reduced financial barriers are particularly beneficial during periods of reduced income.</p> <p>Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free access is particularly important for residents who may already face travel costs.</p>
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	<p>Free, local park based facilities help reduce barriers related to cost, transport and cultural accessibility.</p> <p>Multi-sport provision (e.g. cricket alongside football and basketball) supports culturally diverse patterns of participation and inclusion.</p>

EQUALITY IMPACT ASSESSMENT (EIA)

		Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free access is particularly important for residents who may already face travel costs.
Religion and belief	NI	
Sex	P	<p>Research shows that traditional MUGAs and competitive sports areas are often dominated by boys, which can discourage use by girls unless spaces also include informal, social features. Evidence from UK and international studies demonstrates that girls, including teenagers, are more likely to use parks that provide swings and other non-competitive equipment, alongside seating and layouts that support socialising and improve feelings of safety and belonging. (Sources: <i>Make Space for Girls</i>; <i>LSE Cities, 2022–2024</i>; <i>Duncombe et al., 2025</i>; <i>ArchDaily, 2022</i>)</p> <p>Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free access is particularly important for residents who may already face travel costs.</p>
Sexual orientation	P	<p>Open, inclusive public spaces designed for community use help reduce exclusion and can foster safer environments for LGBTQ+ residents.</p> <p>Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free access is particularly important for residents who may already face travel costs.</p>

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	Green spaces with accessible equipment support light to moderate physical activity, which can aid physical and mental wellbeing
Armed Forces	P	Green spaces with accessible equipment support light to moderate physical activity, which can aid physical and mental wellbeing
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)		The proposed investment will have a positive impact on people from low socioeconomic backgrounds by protecting and improving free access to high quality play and sports facilities. A new MUGA and children's play area will allow residents to take part in physical activity without the need to pay entry fees, purchase memberships.

EQUALITY IMPACT ASSESSMENT (EIA)

		<p>Access to free outdoor play supports both physical and mental health. This is especially important for children from low income households, who are more likely to experience health inequalities and lower activity levels. Retaining and improving free facilities helps reduce these inequalities and supports healthier lifestyles.</p> <p>Good transport links to War Memorial Park mean it is accessible by bus, walking, and cycling from many parts of the city. Retaining free access is particularly important for residents who may already face travel costs.</p>
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SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through feedback received during the consultation process and after implementation, if the proposal is adopted.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

N/a

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
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Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

EQUALITY IMPACT ASSESSMENT (EIA)

7.0 Approval

Name of Head of Service: Sarah Elliott	Date approved by Head of Service: 02/02/2026
Name of Director: Mark Adams	Date sent to Director: 02/02/2026

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Community growing sites
EIA Author	Name	Rhian Palmer
	Position	Strategic Lead – Green Futures
	Date of completion	30/01/2026
Director	Name	Andy Williams
	Position	Director of Regeneration and Economy
Cabinet Member	Name	Cllr J O'Boyle
	Portfolio	Jobs, Regeneration and Climate Change

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
 New service
 Review of policy / strategy
 Review of service
 Commissioning
 Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

This proposal focuses on developing a network of community growing sites across the city, enabling residents to help create, maintain and enjoy shared green spaces. The scheme encourages individuals and community groups to take ownership of their local environment by transforming underused or neglected Council owned land into vibrant areas that benefit the wider community.

These growing sites will provide new opportunities for residents to use disused or underutilised land for food growing and wildlife friendly spaces, delivering a range of significant benefits. These include:

- improved health and wellbeing, through increased physical activity, time spent outdoors and greater access to fresh, locally grown fruit and vegetables.
- enhanced social cohesion, by fostering stronger relationships within and between communities.
- positive environmental impacts, such as expanding local green space, improving biodiversity and supporting climate resilience by increasing local food security.
- The sites will also offer valuable educational and skills building opportunities, enabling residents to learn about sustainable growing practices, horticulture, composting and caring for wildlife.

Nationally, there is growing momentum behind the campaign for government to adopt a 'Right to Grow' across the UK. Coventry is already taking proactive steps in this direction through *Coventry Grows*, a project launched in 2024 by the city's Climate Change Board to pilot several community growing sites in some of Coventry's most green deprived neighbourhoods. The project has been supported through funding from E.ON as part of the city's Strategic Energy Partnership.

EQUALITY IMPACT ASSESSMENT (EIA)

To date, the pilot has successfully established its first site in Stoke Heath, with further sites being developed in Hillfields, Foleshill and Tile Hill. A total of 58 community volunteers have already taken part.

The initiative has been led by the Council, with support from Grapevine to help form new community growing groups, and Garden Organic to provide training—actively encouraging gardening novices to get involved. Pilot sites have benefitted from funding for setup costs, tools, equipment and seeds, helping to create accessible and inclusive spaces that residents can shape and enjoy.

Moving forwards, the Council will introduce a new policy to enable residents and communities to access Council-owned land for community growing, and produce guidance and provide support to communities to help establish sites across the city.

1.3 List organisations and people who are involved in this area of work

CCC services- Climate Change and Sustainability, Property, Legal, Finance, Ecology, Parks and Open Spaces, Highways, Streetpride, Finance, Communications & Engagement, Public Health
Grapevine
Garden Organic
EON
Coventry Residents

1.4 Who will be responsible for implementing the findings of this EIA?

Rhian Palmer – Strategic Lead – Green Futures

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

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[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

EQUALITY IMPACT ASSESSMENT (EIA)

Coventry has been found to be one of the least green cities in England. An ENDS Green Cities Index 2023 survey out of 55 primary urban areas in England, ranked Coventry as the 54th greenest. There are big disparities in green spaces across Coventry, with some wards being in some of the highest areas of green deprivation in the country. As well as encouraging local food growing and pride in place, increasing the number of plots of land managed by communities for community food growing or general gardening will improve the quality and quantity of green spaces across Coventry.

The Coventry Grows Pilot sites are situated in some of the lowest wards in Coventry for access to green space, as set out in the Green Space Strategy 2019-2024. The strategy highlights the inequalities in access to green space across Coventry, reporting that residents in St. Michael's, Foleshill and Lower Stoke have some of the lowest amounts of green space per population in Coventry, at 0.86, 0.50 and 0.94 hectares per 1000 residents respectively. This data contrasts greatly with provision from Earlsdon and Henley Wards, with 5.63 and 6.02 hectares of greenspace per 1000 residents.

The strategy also shows that within the West Midlands; Coventry has the second lowest number of hectares per 1000 population at only 3.05 hectares in 2018. In comparison, Stoke on Trent City Council measured double this at 6.60 hectares per 100 population in 2007.

The Joint Strategic Needs Assessment for Coventry reinforces this picture. It sets out that despite Coventry's 430 green spaces and many Green Flag awarded Parks, the city trails behind the regional average for green space provision by population, and highlights variation across the city. Whilst many areas of the city benefit from a good supply of green spaces, some residents have no access to nearby green spaces or outdoor sports facilities. Residents in Henley and Wainbody enjoy access to over 100 hectares of green space contrasting with Upper Stoke, Lower Stoke, Radford, and Foleshill who have access to levels below the average of 62.3 hectares.

The JSNA place based profile for Hillfields also highlights the issue of food security within the ward, with only 47% of residents stating their households always have enough food. Community growing sites provide the opportunity to supplement local food systems, as well as encouraging the consumption of fresh fruit and vegetables.

The Coventry Grows pilot project has seen diverse groups of local residents forming new community groups to manage community growing sites, with the majority of participants being gardening novices. From the data gathered so far, the pilot site in Hillfields has had 40 people involved in community meetings and growing activities, with more than 175 hours of time volunteered by the community. Stoke Heath Community Garden has had 18 participants to date, with more than 130 hours of time volunteered from the local community.

The new policy will unlock barriers and support residents, particularly from areas of green deprivation, to transform underused land into new accessible green spaces, enhancing the quantity and quality of Coventry's green spaces. Promoting the scheme locally in these areas of green deprivation and exploring discounts for applicants from these Wards will further help to encourage uptake in these neighbourhoods and equitably increase provision of green spaces in Coventry.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. **Give every child the best start in life**
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. **Ensure a healthy standard of living for all**
4. Create fair employment and good work for all

EQUALITY IMPACT ASSESSMENT (EIA)

5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	The development of community growing sites is likely to have a positive impact across different age groups. Children and young people benefit from opportunities for outdoor learning, hands-on environmental education and intergenerational activities that support personal development.
Age 19-64	P	Older residents may particularly benefit from increased physical activity, reduced isolation and participation in low impact gardening activities that support mobility, wellbeing and community connection. The inclusive nature of the sites enables engagement across all age groups.
Age 65+	P	Older residents may particularly benefit from increased physical activity, reduced isolation and participation in low impact gardening activities that support mobility, wellbeing and community connection. The inclusive nature of the sites enables engagement across all age groups.
Disability	P	The proposal has the potential for positive impact on disabled residents, particularly those with mental health conditions, learning disabilities or mobility impairments. Time spent in green spaces is linked to improved wellbeing and reduced anxiety, and accessible gardening activities can support physical and cognitive development. Ensuring that sites are designed inclusively—with accessible pathways, raised beds, seating and clear communication—will further reduce barriers to participation. Engagement with disabled residents and disability groups will help ensure equitable access.

EQUALITY IMPACT ASSESSMENT (EIA)

Gender reassignment	P	Transgender and nonbinary residents may benefit from inclusive, community led spaces designed to foster belonging and social cohesion.
Marriage and Civil Partnership	NI	
Pregnancy and maternity	NI	
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Residents from minority ethnic groups, including those for whom English is not a first language, may benefit from accessible, inclusive community spaces that support social integration and shared activity. Community growing is often culturally significant and may encourage participation from groups who traditionally engage in food growing. Engagement with community organisations will help ensure communication is accessible and culturally sensitive. As the pilot sites are located in some of the city's most green deprived neighbourhoods, the proposal may help reduce environmental inequalities that disproportionately affect some ethnic minority groups.
Religion and belief	NI	
Sex	P	Both men and women are expected to benefit from opportunities for physical activity, skill development and community interaction. Evidence shows that women may be more likely to experience social isolation and may particularly benefit from increased opportunities for safe, supported community involvement.
Sexual orientation	P	LGBTQ+ residents may benefit from inclusive, community led spaces that help build confidence, belonging and positive social connections.

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	This group may benefit from inclusive, community led spaces that help build confidence, belonging and positive social connections.
Armed Forces	P	This group may benefit from inclusive, community led spaces that help build confidence, belonging and positive social connections.

EQUALITY IMPACT ASSESSMENT (EIA)

<p>Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)</p>	<p>P</p>	<p>This proposal is likely to have significant positive impact on residents experiencing socioeconomic disadvantage. Pilot sites are located in some of Coventry’s most green deprived areas, providing free access to green spaces, locally grown food, skill building opportunities and strengthened community networks. These benefits support health, wellbeing and community resilience and can help reduce inequalities related to green access, food security and social isolation.</p>
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SECTION 4 –Next steps

Planned Action	Owner	Timescale
<p>Promoting the scheme locally in these areas of green deprivation. The ReachDeck software on the Coventry City Council webpages will allow residents to translate any information shared on the Right to Grow policy, helping to ensure the scheme is accessible to residents where English isn’t their first language.</p>		
<p>Explore applying discounts for applications from groups or individuals in areas of green deprivation- presented clearly by red and orange areas on the map of access to green space in Coventry.</p>		

4.2 How will you monitor and evaluate the effect of this work?

Through the comments, compliment and complaints procedure and take up of sites

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

n/a

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

No impact has been identified for one or more protected groups

Positive impact has been identified for one or more protected groups

EQUALITY IMPACT ASSESSMENT (EIA)

- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Rhian Palmer	Date approved by Head of Service: 29/01/26
Name of Director: Andy Williams	Date sent to Director: 29/01/26

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Care leaver council tax exemption
EIA Author	Name	Barrie Strain
	Position	Head of Revenues and Benefits
	Date of completion	26/01/2026
Director	Name	Barry Hastie
	Position	Director of Finance and Resources S151
Cabinet Member	Name	Cllr R Brown
	Portfolio	Strategic Finance and Resources

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

This proposal is looking at £1.198m investment over the next 3 years into extending the council tax exemption for care leavers up to the age of 25 (currently 21)

Care leavers are among the most vulnerable young adults, often without family support and disproportionately affected by financial hardship and high levels of poverty. Care leavers often pay Council Tax earlier than their peers because many young adults live with parents who cover household bills. Extending exemptions for care leavers helps address this inequality.

National research shows that council tax debt is a leading cause of stress and homelessness for care-experienced young people. Exempting them from council tax until 25 removes a significant barrier to stability and independence.

As a corporate parent, we should provide our care leavers the same support any good parent would provide and in September 2024, Coventry agreed care experience as a protected characteristic at full council, recognising the systemic disadvantage they experience and demonstrating our commitment to equality.

Our Corporate Parenting Strategy and Local Offer already provide strong support but the current exemption ends at 21 – creating a cliff edge. By extending to 25 our care leavers will help prevent debt, reduce homelessness, impact positively on health and wellbeing and support education and training pathways leading to better life chances and outcomes.

EQUALITY IMPACT ASSESSMENT (EIA)

1.3 List organisations and people who are involved in this area of work

Coventry Care Experienced young adults 18+
CCC

1.4 Who will be responsible for implementing the findings of this EIA?

Barrie Strain - Head of Revenues and Benefits

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Care leavers who are eligible but not currently open to a service – aged 21-25 years:

360 care leavers

Age breakdown below:

Age	Number
21 years	61
22 years	91
23 years	104
24 years	104 – who may not be eligible depending on when they turn 25

Currently open and accessing a service:

497 care leavers.

Age breakdown below:

EQUALITY IMPACT ASSESSMENT (EIA)

Age	Number
18 years	126
19 years	128
20 years	113
21 years	56
22 years	27
23 years	23
24 years	24 – who may not be eligible depending on when they turn 25

2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. **Enable all children, young people and adults to maximise their capabilities and have control over their lives**
3. **Ensure a healthy standard of living for all**
4. Create fair employment and good work for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	NI	
Age 19-64	P	Care experienced young adults from 18+ to 25. This group who are transitioning to independence are at higher risk of debt, homelessness, and financial hardship. Extending the exemption provides stability at a critical life stage and helps mitigate disadvantage compared to peers who can rely on family support.
Age 65+	NI	

EQUALITY IMPACT ASSESSMENT (EIA)

Disability	P	A disproportionate number of care leavers are disabled or have additional needs, including mental health conditions and neurodiversity. Removing council tax liability reduces financial pressure and supports independent living for disabled young adults who may face barriers to employment or higher living costs.
Gender reassignment	NI	
Marriage and Civil Partnership	NI	
Pregnancy and maternity	NI	
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Young people from some ethnic minority backgrounds, as well as young people from White backgrounds, are over-represented in the care system and may face additional barriers to employment and housing. This proposal helps reduce financial disadvantage and supports fairer outcomes for care-experienced young people across these groups.
Religion and belief	NI	
Sex	P	Care leavers of all sexes will benefit equally. However, the exemption may have a greater positive impact on young women, particularly lone parents, who are over-represented among care leavers and often face compounded financial pressures.
Sexual orientation	P	LGBTQ+ young people are over-represented among care leavers and are more likely to experience family breakdown, homelessness, and financial exclusion. Extending the exemption supports independence and reduces financial risk for this group.

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	Extending the Council Tax exemption reduces financial pressure for care-experienced young people, helping prevent debt and housing instability. It supports wellbeing, fairness, and a smoother transition to independence by recognising that care leavers lack parental support that many peers rely on.
Armed Forces	NI	
Social Economic Groups (low income,	P	Care-experienced young people are more likely to be on low incomes and face financial insecurity.

EQUALITY IMPACT ASSESSMENT (EIA)

poverty, education, unemployment, community safety and social support)		Extending the Council Tax exemption reduces fixed living costs, helps prevent debt, and supports housing stability at a time when many are living independently without family financial support.
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SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

Feedback from consultation and monitoring once the policy is implemented

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

n/a

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

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Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Barrie Strain	Date approved by Head of Service: 26/01/2026
Name of Director: Barry Hastie	Date sent to Director: 26/01/2026

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Increasing number of Temporary Accommodation properties owned by the City Council
EIA Author	Name	Jim Crawshaw
	Position	Head of Housing and Homelessness
	Date of completion	28/01/26
Director	Name	Pete Fahy
	Position	Director of Care, Health and Housing
Cabinet Member	Name	Cllr Naeem Akhtar
	Portfolio	Housing & Communities

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
 New service
 Review of policy / strategy
 Review of service
 Commissioning
 Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

This proposal is a three year investment of £3.187m aimed at improving support to help people remain in their own homes.

Increasing council owned temporary accommodation by a further 20 properties will enhance the Council's ability to control property standards and suitability, ensuring families are placed in safe, well-maintained homes. This will help reduce the council's reliance on insecure nightly let accommodation the frequency of household moves and have a positive impact of the councils revenue budget.

Keeping families within their local communities will support continued access to schools, healthcare, employment, and support networks, helping to promote greater stability and improved outcomes for families, particularly children.

The City Council has accumulated a stock of 83 family homes which are used for TA, 51 of which have been part funded by MHCLG through their Local Authority Housing Fund (LAHF) programme. Each property saves approximately £12k-£18k per annum and provides a Council owned asset.

EQUALITY IMPACT ASSESSMENT (EIA)

LAHF4 (round 4) was announced in Nov25 and provides grant funding of £2,616k (based on 40% of estimated costs) for delivering 24 TA units over four years. With previous rounds of LAHF the City Council has put in the additional 60% from borrowing (interest funded via rents) but additional resource through an improved settlement could provide a means to bridge the gap (or part of the gap) without borrowing.

Year 4: £637k; 60% match funding vs grant for 4 additional TA properties

1.3 List organisations and people who are involved in this area of work

Coventry's Residents
CCC

1.4 Who will be responsible for implementing the findings of this EIA?

Jim Crawshaw – Head of Housing and Homelessness

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Please see the attached spreadsheet that captures data for all of the protected characteristics apart from religion. Most of the information collected is in relation to the main applicant although some information is captured for all members of the household.

Commented [MK1]: Provide details of all people in TA by protected characteristic
Provide details of all people on waiting list for 5 bed accommodation by protected characteristic



EQUALITY IMPACT ASSESSMENT (EIA)

Nationally and locally people from the Global majority are over represented in statutory homeless applications

The latest data from the Regulator of Social Housing shows the RP rented stock in Coventry has only 35 x 5-bed properties in total. Therefore, households requiring larger family homes will be in TA for a significant period so securing quality accommodation is paramount and will have a positive outcome.

25% of main applicants have a history of Mental Health issues and 27% have a physical disability both of which quality accommodation can have a positive impact on.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Ensure a healthy standard of living for all
4. Create fair employment and good work for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	Stable, suitable accommodation reduces the risk of frequent moves and disruption to schooling, health services, and social networks, which can particularly affect younger households.
Age 19-64	P	Stable, suitable accommodation reduces the risk of frequent moves. Access to appropriate accommodation also helps families maintain links to employment, education, healthcare, and local support networks, contributing to reduced inequality and a lower risk of social exclusion
Age 65+	P	Stable, suitable accommodation reduces the risk of frequent moves and disruption to schooling, health services, and social networks.

EQUALITY IMPACT ASSESSMENT (EIA)

Disability	P	Council ownership provides greater ability to ensure properties are suitable and, where necessary, adapted to meet the needs of disabled household members. Reduced moves also benefit households where disability makes relocation especially disruptive.
Gender reassignment	NI	
Marriage and Civil Partnership	NI	
Pregnancy and maternity	P	Secure and suitable accommodation supports households during pregnancy and early years, reducing health risks linked to overcrowding or poor housing condition
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Some ethnic minority households and white households are overrepresented in temporary accommodation. Increasing council owned supply helps reduce overcrowding and limits the need for out of area placements,
Religion and belief	NI	
Sex	NI	
Sexual orientation	NI	

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	
Armed Forces	P	Armed Forces families may experience housing instability when transitioning from service accommodation to civilian housing, or following discharge. Increasing the availability of council owned temporary accommodation may support Armed Forces families who present as homeless or at risk of homelessness, particularly those with multiple children or complex needs.
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	Families in temporary accommodation often face financial hardship, overcrowding, and housing insecurity. Increasing the supply of large, council owned properties will help ensure families are accommodated together in suitable homes, reducing overcrowding, stress, and the need for frequent moves. This stable housing environment can support improved health, wellbeing, and educational outcomes for children. Access to appropriate accommodation also helps families maintain links to employment, education, healthcare, and local support networks, contributing to reduced inequality and a lower risk of social exclusion

EQUALITY IMPACT ASSESSMENT (EIA)

SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

Comments, compliment and complaints and analysing service data

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

N/A

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

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Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Jim Crawshaw	Date approved by Head of Service: 28/01/26
Name of Director: Pete Fahy	Date sent to Director: 29/01/26



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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Increasing number of 5/6 bed family large Temporary Accommodation properties owned by the City Council
EIA Author	Name	Jim Crawshaw
	Position	Head of Housing and Homelessness
	Date of completion	28/01/26
Director	Name	Pete Fahy
	Position	Director of Care, Health and Housing
Cabinet Member	Name	Cllr Naeem Akhtar
	Portfolio	Housing & Communities

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

This proposal is a two year investment of £500,000 aimed at improving support to help people remain in their own homes.

In addition, investment in temporary accommodation will ensure that, where families are unable to remain at home, there is an increasing supply of good quality temporary accommodation available.

Increasing the supply of large, council owned temporary accommodation properties is expected to promote fairness and reduce inequality by ensuring that larger families and households with complex needs are provided with suitable, stable accommodation. This approach reduces the risk of overcrowding, repeat moves, and out of area placements, supporting better outcomes for families in temporary accommodation.

The City Council has accumulated a stock of 83 family homes which are used for temporary accommodation, 51 of which have been part funded by MHCLG through their Local Authority Housing Fund (LAHF) programme. Each property saves approximately £12k-£18k per annum and provides a Council owned asset.

EQUALITY IMPACT ASSESSMENT (EIA)

LAHF4 (round 4) was announced on 19 November 2025 and the Council is looking to proceed with this programme either via borrowing (subject to approval) or via a separate Policy Option.

This Policy Option is to provide additional funding to the LAHF4 programme in order to bridge the gap to larger properties (4 bed plus) which are inevitably more expensive; or to provide additionality over and above the required number in the LAHF4 programme (24 TA).

1.3 List organisations and people who are involved in this area of work

Coventry's Residents
CCC

1.4 Who will be responsible for implementing the findings of this EIA?

Jim Crawshaw – Head of Housing and Homelessness

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Please see the attached spreadsheet that captures data for all of the protected characteristics apart from religion. Most of the information collected is in relation to the main applicant although some information is captured for all members of the household.

EQUALITY IMPACT ASSESSMENT (EIA)

Nationally and locally people from the Global majority are over represented in statutory homeless applications

The latest data from the Regulator of Social Housing shows the RP rented stock in Coventry has only 35 x 5-bed properties in total. Therefore households requiring larger family homes will be in TA for a significant period so securing quality accommodation is paramount and will have a positive outcome.

25% of main applicants have a history of Mental Health issues and 27% have a physical disability both of which quality accommodation can have a positive impact on.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. **Give every child the best start in life**
2. **Enable all children, young people and adults to maximise their capabilities and have control over their lives**
3. **Ensure a healthy standard of living for all**
4. Create fair employment and good work for all
5. **Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	Larger temporary accommodation properties are more suitable for families with multiple children, helping to ensure children and young people can remain together and reducing the disruption caused by family separation or multiple placements
Age 19-64	P	Larger temporary accommodation properties are more suitable for families with multiple children, helping to ensure children and young people can remain together and reducing the disruption caused by family separation or multiple placements

EQUALITY IMPACT ASSESSMENT (EIA)

Age 65+	P	Larger temporary accommodation properties are more suitable for families with multiple children, helping to ensure children and young people can remain together and reducing the disruption caused by family separation or multiple placements
Disability	P	Larger properties offer greater flexibility to accommodate households with disabled family members, including space for mobility aids, medical equipment, or adaptations. Having council owned accommodation also provides greater control over accessibility standards where required.
Gender reassignment	NI	
Marriage and Civil Partnership	NI	
Pregnancy and maternity	NI	Family sized temporary accommodation can better support households where pregnancy or new births increase space requirements, reducing overcrowding and associated health risks
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Families from some ethnic minority backgrounds are more likely to live in larger households. Increasing the availability of suitably sized temporary accommodation helps ensure these families are not disproportionately disadvantaged.
Religion and belief	NI	
Sex	NI	
Sexual orientation	NI	

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	
Armed Forces	P	Armed Forces families may experience housing instability when transitioning from service accommodation to civilian housing, or following discharge. Increasing the availability of larger, council owned temporary accommodation may support Armed Forces families who present as homeless or at risk of homelessness, particularly those with multiple children or complex needs.
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	Families in temporary accommodation often face financial hardship, overcrowding, and housing insecurity. Increasing the supply of large, council owned properties will help ensure that larger families are accommodated together in suitable homes, reducing overcrowding, stress, and the need for frequent moves.

EQUALITY IMPACT ASSESSMENT (EIA)

		<p>This stable housing environment can support improved health, wellbeing, and educational outcomes for children.</p> <p>Access to appropriate accommodation also helps families maintain links to employment, education, healthcare, and local support networks, contributing to reduced inequality and a lower risk of social exclusion</p>
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SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

Comments, compliment and complaints and analysing service data

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

N/A

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

EQUALITY IMPACT ASSESSMENT (EIA)

7.0 Approval

Name of Head of Service: Jim Crawshaw	Date approved by Head of Service: 28.1.26
Name of Director: Pete Fahy	Date sent to Director: 29.1.26

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Support for foster care households
EIA Author	Name	Barrie Strain
	Position	Head of Revenues and Benefits
	Date of completion	02/02/2026
Director	Name	Barry Hastie
	Position	Director of Finance and Resources S151
Cabinet Member	Name	Cllr R Brown
	Portfolio	Strategic Finance and Resources

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project *(please give details)*

1.2 In summary, what is the background to this EIA?

This proposal seeks to invest in further support for carers to address recruitment and retention challenges, with the aim of ensuring that our most vulnerable children with complex needs can be supported in foster carer households where appropriate.

1.3 List organisations and people who are involved in this area of work

Coventry Foster Carers
CCC

1.4 Who will be responsible for implementing the findings of this EIA?

Barrie Strain - Head of Revenues and Benefits

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

EQUALITY IMPACT ASSESSMENT (EIA)

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

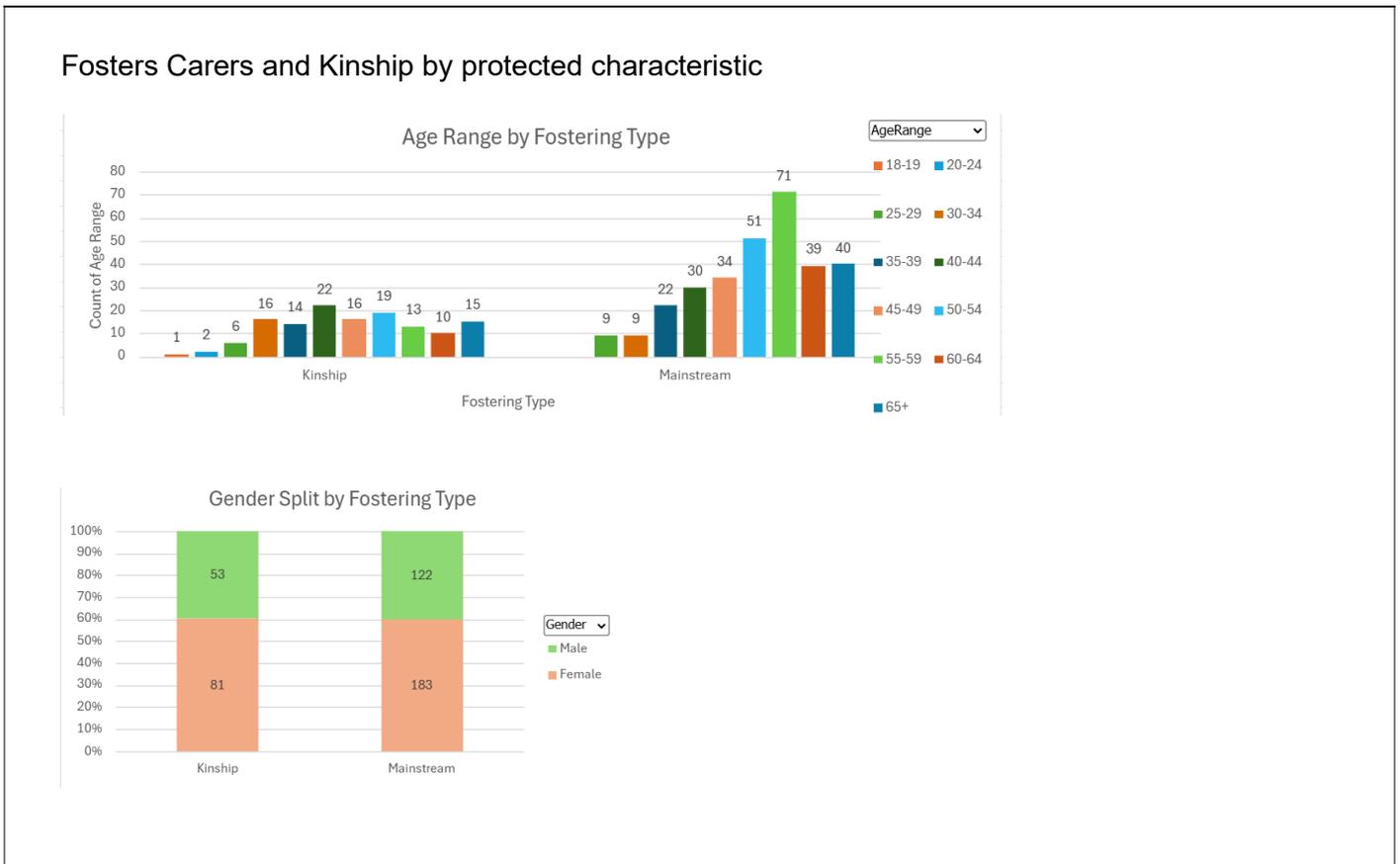
[Facts about Coventry](#)

[Census 2021](#)

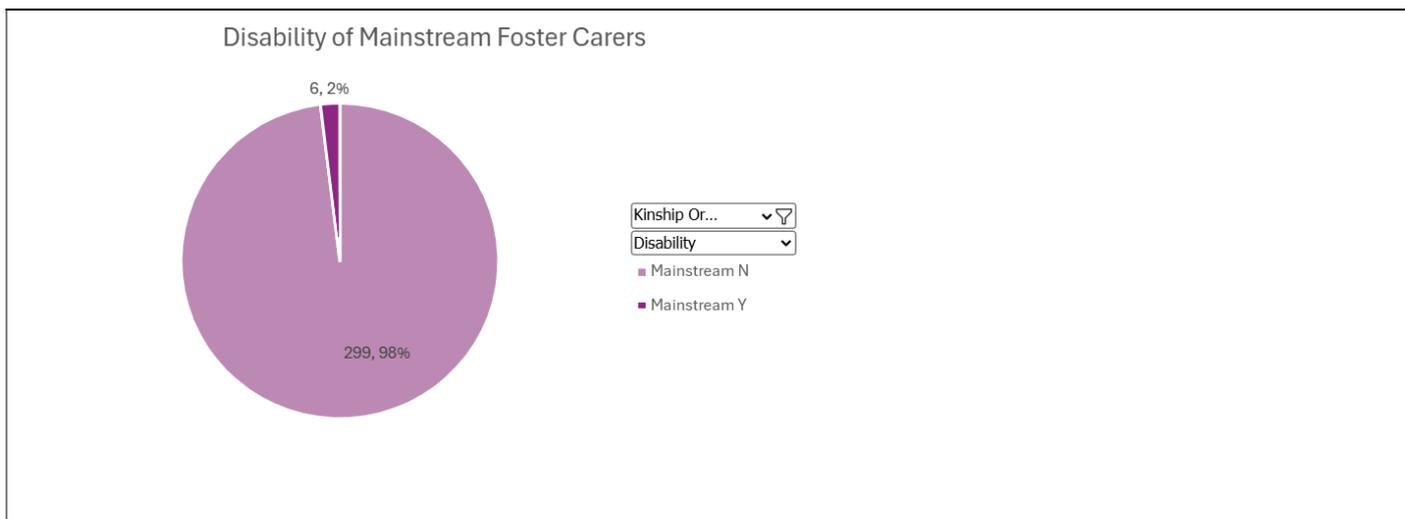
[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.



EQUALITY IMPACT ASSESSMENT (EIA)



2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Ensure a healthy standard of living for all
4. Create fair employment and good work for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	By strengthening support for foster carers and kinship, this proposal could contribute to improved stability, continuity of care and better outcomes for children in care through increased availability of local foster placements and having more children living with family.
Age 19-64	P	Foster carers and Special Guardianship Order (SGO) carers will be impacted positively

EQUALITY IMPACT ASSESSMENT (EIA)

		<p>Improved financial support may help sustain placements and contribute to better outcomes for vulnerable children and young people.</p> <p>Extended family may be able to support children who could possibly go into foster care.</p>
Age 65+	NI	
Disability	P	Disabled foster carers, may experience additional financial pressures. Additional financial support may help to mitigate some of these pressures and support carers to continue in their role.
Gender reassignment	NI	
Marriage and Civil Partnership	NI	
Pregnancy and maternity	NI	
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Foster carers come from both White backgrounds and a wide range of minority ethnic communities. Improved financial recognition may support the recruitment and retention of carers from underrepresented groups, helping to increase the availability of culturally appropriate placements for children.
Religion and belief	NI	
Sex	P	Women are statistically more likely to take foster and kinship care. This proposal may therefore help reduce financial disadvantage experienced by women carers.
Sexual orientation	NI	Improved financial assistance supports independence and reduces financial risk for this group.

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	By strengthening support for foster carers, this proposal could contribute to improved stability, continuity of care and better outcomes for children in care through increased availability of local foster placements or family placements.
Armed Forces	NI	

EQUALITY IMPACT ASSESSMENT (EIA)

Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	The proposal is likely to reduce financial inequality by supporting foster carers from lower income households, improving sustainability of local placements/family placements contributing to better outcomes for children in care.
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SECTION 4 – Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

Feedback from consultation and monitoring once the policy is implemented

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

n/a

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups
- The potential impact of this proposal on protected groups is not yet known

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

EQUALITY IMPACT ASSESSMENT (EIA)

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Barrie Strain	Date approved by Head of Service: 02/02/2026
Name of Director: Barry Hastie	Date sent to Director: 02/02/2026

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Car Park improvement schemes
EIA Author	Name	Mark O'Connell
	Position	Strategic Lead – Highway Operations & Delivery
	Date of completion	23 January 2026
Director	Name	Mark Adams
	Position	Director of City Services
Cabinet Member	Name	Councillor Patricia Hetherton
	Portfolio	City Services and Commercial

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

Coventry City Council currently operates twenty-two public car parks across all geographical areas of the city. The majority of these are in the city centre due to the high concentration of traffic, attractions and businesses. Several car parks are in district centres and support some of the most deprived areas of Coventry.

Coventry's car parks require investment, especially those outside the city centre and in areas of deprivation. If people cannot easily access the businesses, shops and services they need, the economic prosperity of the city will stagnate.

While recent improvements have focused on central sites like New Union Street and Salt Lane, other vital car parks which are highly trafficked have seen little or no investment, putting their safety, accessibility, and long-term viability at risk. The neglect and demise of the car parks have resulted in an increase in complaints; a decrease in usage; the displacement of vehicles and illegal parking elsewhere; a lack of disabled parking facilities; personal injury claims against the Council.

Without additional funding, defects will continue to rise, threatening closures and undermining the essential service these car parks provide. With a forecasted annual revenue of £4.86 million, car parks are not only critical for residents and visitors but also for the financial sustainability of the Council.

This initiative proposes targeted investment of £150,000 per year over three years to refurbish and repair public car parks to improve accessibility to an acceptable standard, with a focus on:

EQUALITY IMPACT ASSESSMENT (EIA)

- Bishop St,
- Grove St,
- Clay Lane,
- Far Gosford St
- Holmsdale Rd
- Lower Ford St,
- Spon St.

The benefits are:

- **Improved Safety and Accessibility:** Repairs and lighting upgrades will reduce accident risks and ensure car parks are safe and welcoming for all users.
- **Revenue Protection and Growth:** Preventing closures and maintaining high standards will safeguard and potentially grow the Council's income stream.
- **Targeted Investment in Deprived Areas:** Enhancing neglected car parks will tackle inequalities, improve local environments, and support equitable access across the city.
- **Climate-Resilient Upgrades:** The introduction of LED lighting, EV readiness, and improved drainage will future-proof facilities and support Coventry's sustainability goals.
- **Risk Mitigation:** Proactive maintenance will reduce complaints, reputational damage, and personal injury claims.

By supporting this package, Coventry City Council will deliver on resident priorities, strengthen the city's infrastructure, and ensure car parks remain safe, accessible, and fit for purpose, now and for years to come.

1.3 List organisations and people who are involved in this area of work

Coventry residents, visitors
Highways teams

1.4 Who will be responsible for implementing the findings of this EIA?

Mark Adams - Director of City Services

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

EQUALITY IMPACT ASSESSMENT (EIA)

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Resident Priorities (2025 Survey)

Safety is a key priority for residents, with improvements to roads, footways seen as essential to reducing accidents and creating cleaner, safer streets. Residents also highlight the importance of improving local environments in deprived neighbourhoods, as targeted upgrades can foster community pride and encourage greater levels of walking and other forms of active travel. In addition, improving the condition and safety of roads and footways is viewed as critical, with high quality surfaces supporting mobility for all users and increasing the resilience of infrastructure.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. **Ensure a healthy standard of living for all**
4. Create fair employment and good work for all
5. **Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. **Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	Safer car parks will reduce accidents and improve mobility for older residents, as well as for children and young people

EQUALITY IMPACT ASSESSMENT (EIA)

Age 19-64	P	Safer car parks will reduce accidents and improve mobility for older residents, as well as for children and young people
Age 65+	P	Safer car parks will reduce accidents and improve mobility for older residents, as well as for children and young people
Disability	P	There will be a major improvement in accessibility through proactive repairs and the removal of hazards, ensuring car parks are safer and easier to navigate for disabled users.
Gender reassignment	P	Well-lit areas will provide significant benefits making car parks safer and more accessible
Marriage and Civil Partnership	NI	
Pregnancy and maternity	P	Unobstructed surfaces and well-lit areas will provide significant benefits for expectant mothers and those using prams, making car parks safer and more accessible
Race (Including: colour, nationality, citizenship ethnic or national origins)	P	Well-lit areas will provide significant benefits making car parks safer and more accessible
Religion and belief	P	Well-lit areas will provide significant benefits making car parks safer and more accessible
Sex	P	The proposal will benefit women and men by improving lighting, which can reduce fear of crime.
Sexual orientation	P	Well-lit areas will provide significant benefits making car parks safer and more accessible

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	
Armed Forces	NI	
Social Economic Groups (low income,	P	Targeted improvements in car parks located in deprived neighbourhoods will help reduce health inequalities and enhance the

EQUALITY IMPACT ASSESSMENT (EIA)

poverty, education, unemployment, community safety and social support)		quality of local environments, which in turn is related to improved health outcomes for these groups
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SECTION 4 –Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through feedback received during the consultation process and after implementation, if the proposal is adopted.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

n/a

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

No impact has been identified for one or more protected groups

Positive impact has been identified for one or more protected groups

Negative impact has been identified for one or more protected groups

Both positive and negative impact has been identified for one or more protected groups

The potential impact of this proposal on protected groups is not yet known

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7.0 Approval

EQUALITY IMPACT ASSESSMENT (EIA)

Name of Head of Service: Mark O'Connell	Date approved by Head of Service: 23 Jan. 26
Name of Director: Mark Adams	Date sent to Director: 23 Jan. 26

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Defect Repairs
EIA Author	Name	Mark O'Connell
	Position	Strategic Lead – Highway Operations & Delivery
	Date of completion	23 January 2026
Director	Name	Mark Adams
	Position	Director, City Services
Cabinet Member	Name	Councillor Patricia Hetherton
	Portfolio	City Services and Commercial

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

We are seeking to secure £750,000 per year for 2026/27, 2027/28, and 2028/29 to maintain 10 defect repair gangs, and to continue the excellent work from the 25/26 investment, reducing the backlog even further, and enable proactive maintenance.

With this investment, the backlog is expected to fall to 1,300 defects by March 2027, with the potential for full clearance by April 2028.

Without continued funding, the number of repair gangs will revert to 6, the backlog will rise, and the service will become reactive and inefficient.

Why This Matters:

- Well-maintained roads and pavements are essential for safety, mobility, and economic vitality.
- Investing now prevents higher costs in the future, supports active travel, and aligns with the One Coventry Plan's priorities of tackling inequalities and improving outcomes for all.

This initiative is a proactive step towards a safer, cleaner, and more resilient Coventry—ensuring our streets and footways remain accessible and fit for purpose for generations to come.

1.3 List organisations and people who are involved in this area of work

Coventry residents, visitors

EQUALITY IMPACT ASSESSMENT (EIA)

Highways teams

1.4 Who will be responsible for implementing the findings of this EIA?

Mark O'Connell - Strategic Lead – Highway Operations & Delivery

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

Resident Priorities (2025 Survey)

Safety is a key priority for residents, with improvements to roads and footways seen as essential to reducing accidents and creating cleaner, safer streets. Residents also highlight the importance of improving local environments in deprived neighbourhoods, as targeted upgrades can foster community pride and encourage greater levels of walking and other forms of active travel. In addition, improving the condition and safety of roads and footways is viewed as critical, with high quality surfaces supporting mobility for all users and increasing the resilience of infrastructure.

One Coventry Plan Objectives

Well-maintained roads and footways contribute to economic prosperity by creating an attractive environment for investment and supporting sustainable economic growth across the city. Improving accessibility supports the objective of tackling inequalities, as safe and accessible footways enable greater independence and help to reduce health inequalities. Enhancing walking and cycling infrastructure also supports the Council's climate change ambitions by reducing vehicle emissions, improving air quality, and ensuring infrastructure is better able to withstand flooding and extreme weather events.

EQUALITY IMPACT ASSESSMENT (EIA)

External National Survey Evidence

National benchmarking shows that Coventry performs strongly in resident satisfaction, ranking in the top ten local authorities for 67 out of 157 measures in the National Highways and Transport Survey, a Department for Transport–approved, resident -based survey. Satisfaction with pothole repairs is around 10 per cent above the national average. However, footway condition scores are currently 2.7 per cent below the national average, highlighting an urgent need for targeted investment in footway maintenance and improvement.

Achievements in 2025/26:

- Reduced defect backlog by 24% (1,155 defects) between April–October 2025; forecast 41% reduction by March 2026.
- Despite progress, 2,814 defects remain, with 76% on footways.
- Expected outcome: backlog reduced to 1,300 defects by March 2027, with full clearance (if additional funding is secured) by April 2028.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Ensure a healthy standard of living for all
4. Create fair employment and good work for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
8. Pursue environmental sustainability and health equity

SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	Children, including those travelling to school/college on foot or by bike, benefit from improved safety and reduced accident risk.

EQUALITY IMPACT ASSESSMENT (EIA)

Age 19-64	P	Safe, well-maintained footways and roads will benefit all within this group when moving around the city by road or footway
Age 65+	P	Older residents are at increased risk of injury from trips and falls caused by uneven pavements or carriageway defects.
Disability	P	Poor road and footway conditions disproportionately affect disabled people, particularly those who use wheelchairs, mobility aids, or have visual impairments. Reducing defects and proactively maintaining surfaces improves independent mobility, safety, and confidence for disabled residents.
Gender reassignment	NI	
Marriage and Civil Partnership	NI	
Pregnancy and maternity	P	Safe, well -maintained footways benefit pregnant females and parents with pushchairs by reducing physical strain and risk of falls
Race (Including: colour, nationality, citizenship ethnic or national origins)	NI	
Religion and belief	P	Improved footway and road conditions support safe access to places of worship and community facilities, particularly for those walking or reliant on public transport.
Sex	P	Women tend to make more walking trips and care related journeys and are more likely to be affected by poor footway conditions. Improved maintenance contributes to safer, more inclusive public spaces, improving confidence in travelling locally.
Sexual orientation	NI	

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	
Armed Forces	NI	
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	Lower income households are less likely to own or have access to private vehicles and are more reliant on walking, cycling, and public transport. <ul style="list-style-type: none"> • Well maintained roads and footways support safe and reliable access to workplaces, schools, shops, and essential services.

EQUALITY IMPACT ASSESSMENT (EIA)

		<ul style="list-style-type: none"> Reducing defects lowers the risk of injury and associated personal costs, such as time off work or medical expenses, which disproportionately affect households with lower financial resilience.
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SECTION 4 –Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through tracking the net decrease in defects across the city’s footway and road network.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

No

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

No impact has been identified for one or more protected groups

Positive impact has been identified for one or more protected groups

Negative impact has been identified for one or more protected groups

Both positive and negative impact has been identified for one or more protected groups

The potential impact of this proposal on protected groups is not yet known

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Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

EQUALITY IMPACT ASSESSMENT (EIA)

Name of Head of Service: Mark O'Connell	Date approved by Head of Service: 23 Jan. 26
Name of Director: Mark Adams	Date sent to Director: 23 Jan. 26

EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		Minor Asset Management
EIA Author	Name	Mark O'Connell
	Position	Strategic Lead – Highway Operations & Delivery
	Date of completion	23 January 2026
Director	Name	Mark Adams
	Position	Director - City Services
Cabinet Member	Name	Councillor Patricia Hetherton
	Portfolio	City Services and Commercial

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

Coventry's highway network is under increasing pressure from a growing maintenance demand, particularly in the street furniture and minor assets, managed under Residual Services, where a backlog of repairs and replacements are building.

Residual Services currently operates with budgetary strain which forces repairs to pause partway through the year, creating a rolling backlog and delaying essential improvements.

Each year, the service responds to between 500 & 750 requests for maintenance or repairs, demonstrating the scale of community reliance on these assets.

This business case seeks an additional £320,000 for the next 3 financial years for future budgets to:

- Address the growing backlog of minor asset defects and ensure legal compliance.
- Improve public safety and accessibility by repairing damage, removing dangerous materials, and tackling unlicensed skips.
- Move from reactive to planned maintenance, reducing overspend and future liabilities.
- Maintain newly installed street furniture, aligning with resident priorities and the One Coventry Plan.
- Respond efficiently to the hundreds of resident requests received each year.

EQUALITY IMPACT ASSESSMENT (EIA)

By investing in Residual Services, Coventry City Council will deliver safer, cleaner, and more welcoming neighbourhoods—protecting public safety, upholding legal standards, and enhancing the city’s reputation as a great place to live and visit

Investment of additional funding:

Year 1

1. Address the backlog from previous years
2. Repairs to road traffic collisions (RTCs) across the network
3. Start to replace aged assets
4. Budget to remove dangerous materials off the highway
5. Budget to remove unlicensed skips off the highway

Year 2 and 3

1. Maintenance of newly installed assets across the network.
2. Repairs to RTCs across the network
3. Programme replacement of aged assets
4. Budget to remove dangerous materials off the highway
5. Budget to remove unlicensed skips off the highway

1.3 List organisations and people who are involved in this area of work

Coventry residents, visitors and business

1.4 Who will be responsible for implementing the findings of this EIA?

Mark O’Connell - Strategic Lead – Highway Operations & Delivery

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

EQUALITY IMPACT ASSESSMENT (EIA)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

To date (28/11/25) in 2025 the following repairs have been completed:

- Approximately 300 PGR panels and posts
- Approximately 150 unlit signs either replaced or reset.
- 25 unlit redundant signs removed
- 8 unlit signposts Returned to vertical
- 54 unlit signposts replaced
- 38 unlit redundant signposts removed
- 64 Street Name Plates (Plates Replaced)
- 56 Street Name Plates (Plate & Frames Replaced)
- Approximately 25 Cast Iron Street Name Plates Repainted

The backlog already accumulating due to lack of funding:

- 29 PGR assets
- 259 Unlit Signposts assets
- 60 Street Name Plates assets
- 1 Highways Fencing assets
- 5 Miscellaneous assets

Resident Priorities (2025 Survey)

Safety is a key priority for residents, with improvements to roads and footways seen as essential to reducing accidents and creating cleaner, safer streets. Residents also highlight the importance of improving local environments in deprived neighbourhoods, as targeted upgrades can foster community pride and encourage greater levels of walking and other forms of active travel. In addition, improving the condition and safety of roads and footways is viewed as critical, with high quality surfaces supporting mobility for all users and increasing the resilience of infrastructure.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
- 3. Ensure a healthy standard of living for all**
4. Create fair employment and good work for all
- 5. Create and develop healthy and sustainable places and communities**
6. Strengthen the role and impact of ill health prevention
7. Tackle racism, discrimination and their outcomes
- 8. Pursue environmental sustainability and health equity**

SECTION 3 – Protected Groups

EQUALITY IMPACT ASSESSMENT (EIA)

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	Children and young people will benefit from improved highway safety, particularly through repairs to road traffic collision damage and the removal of obstructions such as unlicensed skips. Better maintained streets and footways support safer routes to schools, parks, and community facilities, reducing risk during daily journeys and encouraging walking and cycling.
Age 19-64	P	Clear and well-maintained routes improve access to healthcare and essential services.
Age 65+	P	Older people will also experience a positive impact from the programme. Older residents are more susceptible to falls and injuries caused by poor pavement and road conditions. Clearing historical backlogs and maintaining assets over time will help ensure footways remain safe and reliable, supporting independence and confidence in travelling locally. Safe and accessible streets enable older people to remain socially active and engaged with their communities, contributing to wellbeing and reduced social isolation.
Disability	P	Disabled people, including those with physical, sensory, learning, or mental health disabilities, are likely to benefit significantly from the planned works. Repairing defects, replacing aged assets, and maintaining newly installed infrastructure will reduce trip hazards and uneven surfaces that disproportionately affect people who use wheelchairs, mobility aids, or have visual impairments. The proactive removal of dangerous materials and unlicensed skips from the highway will improve navigability and reduce anxiety for disabled users who may find obstacles or unpredictable environments particularly challenging.
Gender reassignment	NI	

EQUALITY IMPACT ASSESSMENT (EIA)

Marriage and Civil Partnership	NI	
Pregnancy and maternity	P	Pregnant females and families with babies or young children will benefit from smoother, obstruction free footways. Maintaining assets and removing hazards makes travelling with pushchairs safer and less physically demanding and reduces the risk of falls or injuries. Clear and well-maintained routes also improve access to healthcare and essential services.
Race (Including: colour, nationality, citizenship ethnic or national origins)	NI	
Religion and belief	P	Improved footway and road conditions support safe access to places of worship and community facilities, particularly for those walking or reliant on public transport.
Sex	P	Women tend to make more walking trips and care related journeys and are more likely to be affected by poor footway conditions. Improved maintenance contributes to safer, more inclusive public spaces, improving confidence in travelling locally.
Sexual orientation	NI	

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	NI	
Armed Forces	NI	
Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P	<p>The 3 year programme is expected to have a positive impact on socioeconomic groups, particularly low-income residents and those living in deprived areas who are more reliant on walking, cycling, and public transport.</p> <p>Addressing the backlog of defects, repairing road traffic collision damage, replacing and maintaining aged assets, and removing hazardous materials and unlicensed skips will improve safety, accessibility, and reliability across the highway network.</p> <p>These improvements support access to employment, education, healthcare, and local services, while reducing the risk of injury, disruption, and associated financial hardship for households with limited resilience.</p>

EQUALITY IMPACT ASSESSMENT (EIA)

		Sustained investment will help prevent inequalities from widening by ensuring infrastructure quality does not disproportionately deteriorate in deprived neighbourhoods and will support inclusive access to the public realm for all residents.
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SECTION 4 –Next steps

Planned Action	Owner	Timescale

4.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through the amount of additional repairs undertaken and reduction in backlog of repairs.

SECTION 5 – Impact on Council Staff

5.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

N/A

SECTION 6 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

No impact has been identified for one or more protected groups

Positive impact has been identified for one or more protected groups

Negative impact has been identified for one or more protected groups

Both positive and negative impact has been identified for one or more protected groups

The potential impact of this proposal on protected groups is not yet known

EQUALITY IMPACT ASSESSMENT (EIA)

Before you submit this form - please save your progress and forward the email you receive with any questions to equality@coventry.gov.uk. The team will review your Equality Impact Assessment and provide you with feedback.

Only click submit if the Equality Impact Assessment has been reviewed and you have been advised to by the equality team.

7.0 Approval

Name of Head of Service: Mark O'Connell	Date approved by Head of Service: 23 Jan. 26
Name of Director: Mark Adams	Date sent to Director: 23 Jan. 26

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EQUALITY IMPACT ASSESSMENT (EIA)

Title of EIA		City Centre Red Route Enforcement
EIA Author	Name	Mark O'Connell
	Position	Strategic Lead – Highway Operations & Delivery
	Date of completion	23 January 2026
Director	Name	Mark Adams
	Position	Director, City Services
Cabinet Member	Name	Councillor Patricia Hetherton
	Portfolio	City Services and Commercial

PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

SECTION 1 – Context & Background

1.1 Please tick one of the following options:

This EIA is being carried out on:

- New policy / strategy
- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

1.2 In summary, what is the background to this EIA?

Coventry City Council is taking decisive action to improve road safety, support cleaner streets, and ensure fair access for all by introducing CCTV parking enforcement cameras along the city centre red route. A 24/7 ANPR (Automatic Number Plate Recognition) camera system will improve the effectiveness and efficiency of parking enforcement, deterring illegal parking and assisting in keeping key routes clear for all users.

But the benefits go far beyond revenue:

- **Enhanced Safety:** Keeping roads and footways clear reduces accidents and creates cleaner, safer streets for all users.
- **Better Service for Residents:** By automating enforcement in the city centre, Council resources can be redeployed to tackle parking issues in deprived neighbourhoods citywide, directly responding to resident priorities.
- **Improved Mobility and Resilience:** High-quality, unobstructed roads and footways support active travel, public transport reliability, and the city's economic vitality.

This initiative is a direct response to what residents have told us matters most: safer streets, cleaner environments, and fairer access for all. By embracing innovative, data-led enforcement, Coventry is setting a new standard for liveable, inclusive, and future-ready urban spaces.

Expected cost is £450k over the next 3 years this will include:

- 10 cameras at a unit cost of £25k per camera
- Support & maintenance of 10x cameras (c£5k per year per camera).

EQUALITY IMPACT ASSESSMENT (EIA)

- Additional staff resource to review video footage and manage penalty charge notice (PCN) process.

1.3 List organisations and people who are involved in this area of work

Coventry residents, visitors and business
 Highway Operations and Delivery service area
 Bus and coach operators
 Taxi drivers
 City centre-based businesses
 Local attractions, including place of worship

1.4 Who will be responsible for implementing the findings of this EIA?

Mark O'Connell -Strategic Lead – Highway Operations & Delivery

SECTION 2 – Consideration of Impact

Refer to guidance note for more detailed advice on completing this section.

In order to ensure that we do not discriminate in the way our activities are designed, developed and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

To find out more about local data, please visit the below links:

[Facts about Coventry](#)

[Census 2021](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)

2.1 Baseline data and information to include data on Protected Characteristics, Health Inequalities and Digital Inclusion

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary. Where possible, compare your data to local data using: Facts about Coventry; Census 2021; JSNA.

The proposed installation of city centre red route enforcement cameras will be in the central area of Coventry which falls within the St Michael's Ward.
 The area is where many businesses, leisure facilities, tourist attractions and places of worship are located.

EQUALITY IMPACT ASSESSMENT (EIA)

Commuters, visitors and residents to the city centre are subject to the traffic restrictions within the city centre, which includes the red route. Red routes are indicated by red lines on the road and place restrictions on traffic from stopping or loading / loading. This helps to reduce traffic congestion, air quality, and access for other vehicles. These routes are notoriously difficult to enforce effectively.

The Coventry City Centre accessibility study (2021) outlined recommendations for improvements for people with accessibility issues which included measures to restrict and prohibit vehicles from routinely parking illegally on the road and footway which include red routes. The introduction of CCTV cameras on the red route will restrict the likelihood of vehicles accessing the footpaths to the benefit of vulnerable groups such as the elderly, disabled persons, and parents with small children in pushchairs or buggies. It also enables the enforcement of vehicles that obstruct the free flow of traffic on central arterial routes.

2.2 Please highlight which Marmot Principles does this EIA Support.

1. Give every child the best start in life
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SECTION 3 – Protected Groups

3.1 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)

Protected Characteristic	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Age 0-18	P	Clearer roads and pavements improve safety for children who can be more vulnerable to accidents caused by obstructed footways, crossings and sightlines. Reduced illegal parking supports safer walking environments, emergency vehicle access and public transport access.
Age 19-64	P	Clearer roads and pavements improve safety for older people who can be more vulnerable to accidents caused by obstructed footways, crossings and sightlines. Reduced illegal parking supports safer walking environments and public transport access.

EQUALITY IMPACT ASSESSMENT (EIA)

Age 65+	P	Clearer roads and pavements improve safety for older people who can be more vulnerable to accidents caused by obstructed footways, crossings and sightlines. Reduced illegal parking supports safer walking environments and public transport access.
Disability	P	Keeping footways and dropped kerbs clear improves accessibility for wheelchair users, people with visual impairments and those using mobility aids. Consistent enforcement helps reduce obstructions that disproportionately affect disabled people's ability to travel independently.
Gender reassignment	NI	
Marriage and Civil Partnership	NI	
Pregnancy and maternity	P	Clear pavements and crossings support safer movement for pregnant individuals and those travelling with prams or pushchairs. Reduced pavement obstruction improves accessibility and safety.
Race (Including: colour, nationality, citizenship ethnic or national origins)	NI	
Religion and belief	P	Clearer roads and pavements around places of worship improve safety for worshippers, including children, older people and those with disabilities, who may be more vulnerable when footways, crossings and sightlines are obstructed. Reducing illegal and inconsiderate parking supports safer walking routes, ensures access for emergency vehicles, and improves access to public transport, particularly during peak attendance times for religious services and events.
Sex	NI	
Sexual orientation	NI	

3.2 On the basis of evidence, complete the table below to show any impact on the following characteristics which are not specified as protected characteristics but should be considered.

Group	Impact type P, N, PN, NI	Nature of impact and any mitigations required
Care Experienced	P	Improved road safety, clearer footways and unobstructed crossings will make the city centre more accessible and safer to navigate, particularly for care experienced young people who are more likely to rely on walking, cycling and public transport rather than private vehicles.
Armed Forces	NI	

EQUALITY IMPACT ASSESSMENT (EIA)

Social Economic Groups (low income, poverty, education, unemployment, community safety and social support)	P/N	<p>There will be improved road safety and accessibility, which disproportionately benefit lower income households who are more likely to walk, cycle or use public transport rather than private vehicles. Clearer roads and footways improve the reliability of bus services, reduce journey times, and make streets safer and more accessible, supporting access to employment, education, health services and local amenities.</p> <p>The potential negative financial impact for some people from lower income households who may be disproportionately affected by the issuing of penalty charge notices (PCNs). This risk is mitigated through clear signage, public communication, consistent enforcement, and statutory challenge and appeals processes</p>
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SECTION 6 – Next steps

Planned Action	Owner	Timescale

6.2 How will you monitor and evaluate the effect of this work?

The impact of this proposal will be monitored through feedback received during the consultation process and after implementation, and number of PCNs issued, if the proposal is adopted.

SECTION 7 – Impact on Council Staff

7.1 Will this area of work potentially have an impact on Council staff? Yes/No

If yes

Nature of impact and any mitigation required

Yes - Additional staff resource to review video footage and manage PCN process.

SECTION 8 – Completion Statement

As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:

- No impact has been identified for one or more protected groups
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EQUALITY IMPACT ASSESSMENT (EIA)

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