

**Time and Date**

At the Rising of the Extraordinary Meeting of the Council to be held at 2.00p.m. on Tuesday, 19th March, 2013

Place

Council Chamber - Council House, Coventry

Public Business**1. Apologies****2. Minutes of the Meeting held on 26th February, 2013 (Pages 5 - 16)****3. Exclusion of the Press and Public**

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

4. Correspondence and Announcements of the Lord Mayor**5. Petitions****6. Declarations of Interest****Matters Left for Determination by the City Council/Recommendations for the City Council****7. Public Leisure Facility Re-Provisioning for the North East of Coventry (Pages 17 - 108)**

From the Cabinet, 5th March, 2013

8. Coventry Health and Well-Being Strategy (Pages 109 - 166)

From the Cabinet, 5th March, 2013

9. Coventry Housing and Homelessness Strategy 2013-18 (Pages 167 - 290)

From the Cabinet, 5th March, 2013

10. Developing Coventry's International Links (Pages 291 - 298)

From the Cabinet, 5th March, 2013

It is anticipated that the following Matter will be referred as a Recommendation from the Cabinet Member (Policy, Leadership and Governance) on 12th March, 2013. In order to allow Members the maximum opportunity to acquaint themselves with the proposal, the report is attached. The relevant Recommendation will be circulated separately:-

11. **Transitions to Public Health and Constitutional Changes** (Pages 299 - 316)

Report of the Director of Finance and Legal Services and the Director of Public Health

Item(s) for Consideration

12. **Pay Policy Statement 2013/14** (Pages 317 - 326)

Report of the Director of Customer and Workforce Services

13. **Question Time** (Pages 327 - 328)

- (a) Written Question – Booklet 1
- (b) Oral Questions to Chairs of Scrutiny Boards/Chair of Scrutiny Co-ordination Committee
- (c) Oral Questions to Chairs of other meetings
- (d) Oral Questions to Representatives on Outside Bodies
- (e) Oral Questions to Cabinet Members on any matter

14. **Statement (if any) by the Leader of the Council**

15. **Debates**

15.1 To be moved by Councillor D Howells and seconded by Councillor R Sandy

“This Council recognises the impact current economic conditions are having on people across the UK, including our constituents in Coventry.

Therefore, the growth of short term pay day loans companies is of immense concern. Such companies are capitalising on people’s economic vulnerability by charging extortionate amounts of annual percentage rates on their loans.

The Council requests that Central Government place a reasonable limit on the interest charged on short term loans so financial companies are not capitalising on the vulnerability of so many of our citizens during these challenging economic times”

15.2 To be moved by Councillor D Skinner and seconded by Councillor M Hammon

“This Council notes that Coventry’s Ricoh Arena and Birmingham’s Villa Park are competing venues for games to be held as part of the 2015 Rugby Union World Cup.

Given that Coventry was once the capital of England under King Henry VI, that the iconic Cathedral and the Legend of Lady Godiva are known around the world and that it leads the way in promoting peace and reconciliation, the Council believes that our City is the ideal host for the Rugby World Cup”

Private Business

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

16. Public Leisure Facility Re-Provisioning for the North East of Coventry (Pages 329 - 420)

From the Cabinet, 5th March, 2013

(Listing Officer: D. Nuttall, Tel: 024 7683 2362)

Bev Messinger, Director of Customer and Workforce Services, Council House Coventry

Monday, 11 March 2013

Note: The person to contact about the agenda and documents for this meeting is Carolyn Sinclair/Suzanne Bennett 024 7683 3166/3072

Membership: Councillors F Abbott, N Akhtar, M Ali, A Andrews, M Auluck, S Bains, L Bigham, J Blundell, K Caan, D Chater, J Clifford, G Crookes (Deputy Chair), G Duggins, C Fletcher, K Foster, D Galliers, D Gannon, A Gingell, M Hammon, L Harvard, P Hetheron, D Howells, J Innes, L Kelly, D Kershaw, T Khan, A Khan, R Lakha, R Lancaster, J Lepoidevin, A Lucas, K Maton, J McNicholas, C Miks, K Mulhall, J Mutton, M Mutton, H Noonan, J O'Boyle, E Ruane, R Sandy, T Sawdon (Chair), H S Sehmi, B Singh, D Skinner, T Skipper, H Sweet, K Taylor, R Thay, S Thomas, P Townshend, S Walsh, D Welsh and A Williams

Please note: a hearing loop is available in the committee rooms

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

Carolyn Sinclair/Suzanne Bennett

024 7683 3166/3072

Minicom: (024) 7683 3029

Fax: (024) 7683 3266

PLEASE NOTE:

This meeting may be filmed for live or subsequent broadcast via the Council's internet site. At the start of the meeting, the Lord Mayor will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council. Generally, the public seating areas are not filmed.

However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you have any queries regarding this, please contact the Governance Services Officer at the meeting.

This page is intentionally left blank

Agenda Item 2

COUNCIL OF THE CITY OF COVENTRY

26th February, 2013

PRESENT

Lord Mayor (Councillor Sawdon)

Deputy Lord Mayor (Councillor Crookes)

Councillor Mrs Abbott	Councillor Lakha
Councillor Akhtar	Councillor Lancaster
Councillor Ali	Councillor Mrs Lepoidevin
Councillor Andrews	Councillor Mrs Lucas
Councillor Bains	Councillor McNicholas
Councillor Mrs Bigham	Councillor Maton
Councillor Blundell	Councillor Mrs Miks
Councillor Caan	Councillor Mulhall
Councillor Chater	Councillor J. Mutton
Councillor Clifford	Councillor Mrs M. Mutton
Councillor Duggins	Councillor Noonan
Councillor Mrs Fletcher	Councillor O'Boyle
Councillor Foster	Councillor Ruane
Councillor Galliers	Councillor Sandy
Councillor Gannon	Councillor Singh
Councillor Gingell	Councillor Skinner
Councillor Hammon	Councillor Skipper
Councillor Harvard	Councillor Mrs Sweet
Councillor Howells	Councillor Taylor
Councillor Hetherton	Councillor Thay
Councillor Innes	Councillor Thomas
Councillor Kelly	Councillor Townshend
Councillor Kershaw	Councillor Walsh
Councillor A. Khan	Councillor Welsh
Councillor T. Khan	Councillor Williams

Apologies: Councillor Auluck
Councillor Sehmi

Honorary
Alderman Present: D. Batten
J. Gazey

Honorary
Alderman Apologies: T. Webb
J. Wright

Public Business

129. Minutes

The minutes of the meeting held on 15th January, 2013 were signed as a true record.

130. **Charity Football Match**

The Lord Mayor referred to the recent charity football match between Councillors and officers of the City Council which had raised £622 for the Coventry Cyrannians. As the match had resulted in an 8-all draw, the Lord Mayor presented the Stan Hodson Memorial Trophy to the captains of both teams, Councillor Bally Singh and John West. Special thanks were given to Chris Boyce, who had organised the match.

As there had been no overall winner, the trophy would remain in the Lord Mayor's office for the time being.

131. **Petitions**

RESOLVED that the following petition be referred to the appropriate City Council body or external organisation:

- (a) Request for resurfacing of Grafton Street and Bramble Street – 52 signatures – presented by Councillor Akhtar.**

132. **Declarations of Interest**

There were no declarations of interest.

133. **Strategic Alignment of Regional Growth Fund Round 3, Growing Places and LEP Core Funding with Coventry City Council as the Accountable Body**

Further to Minute 120/12 of the Cabinet, the Council considered a report of the Director of City Services and Development which sought approval to the City Council acting as guarantor for the Regional Growth Fund, the Growing Places Fund and the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) Core funding.

Coventry and Warwickshire Local Enterprise Partnership has been awarded £24.4m in Regional Growth Fund (RGF) money for a programme of economic development activity. The bid was prepared by Coventry City Council staff on behalf of the CWLEP. This is in addition to the £12.8million it received through Growing Places Fund (GPF) in November 2011.

The RGF awards funds to projects that are either privately led, or are submitted by a public-private partnership. The CWLEP has been a key vehicle in the success of this bid; it has provided a focused forum for the area's businesses, universities and local authorities to work together and plan the area's economic growth. By successfully coming together as a partnership and collaborating on this bid to the Department of Business, Innovation and Skills (BIS), we have been able to secure a far greater level of funding than would have been possible if individual organisations developed their own bids.

A total of £24.4m has been awarded which will be available for:

- Grants to businesses for the purchase of assets leading to expansion / job creation: **£1m**

- Support for strategically important companies in the form of Relationship Managers: **£0.270m**
- A programme of investment in infrastructure which will lead to the creation of large numbers of new jobs: **£22.5m**
- Programme management and delivery costs **£0.575m**

The programme will run from early 2013 until March 2015, with all spend being defrayed by 30 June 2015. It is too early to say which businesses will benefit from the grant scheme, or where infrastructure investments will be made, but the examples that were included in the application included Friargate and Coventry Gateway.

In November 2011 the Government announced a £500million Growing Places Fund (GPF) to promote delivery of the key infrastructure needed to unlock developments, helping to generate the jobs and homes communities need, supporting the government's growth ambitions. The fund has three overriding objectives:

- to generate economic activity in the short-term by addressing immediate infrastructure and site constraints and promote the delivery of jobs and housing;
- to allow Local Enterprise Partnerships (LEPs) to prioritise the infrastructure they need, empowering them to deliver their economic strategies; and
- to establish sustainable revolving funds so that funding can be reinvested to unlock further development, and leverage private investment.

The Coventry & Warwickshire LEP were allocated £12.8million Growing Places Funding. There are no official spend timescales imposed by central government since part of the aspiration is to set up a revolving fund. The funding is not ring-fenced, and the only condition is that capital allocations are spent on capital projects. Warwickshire County Council were originally appointed as the accountable body for the funds in November 2011. With the recent success in securing the RGF the strategic alignment of both funding pots under one accountable body is now being proposed.

The Government is providing LEPs with core revenue resources to provide capacity for them to drive forward their growth priorities, allowing them to do long-term resource planning and strengthen support and autonomy of the business-led boards and is keen to get this funding out to all LEPs as soon as possible and in a way they can easily access. They are using a funding mechanism which has the benefits of speed and minimises the administrative burden locally and at central government. The funding will be paid to the local authority and they will act as accountable body.

It is up to the LEP to set out how the funding will be used. The case made by LEP Chairs nationally to government for core funding set out the need for independent support for Board activities, core development of LEP strategies and further stakeholder engagement. LEPs indicated that this additional resource was needed to pay for 3-4 high-quality, executive staff, and a minimum level of business engagement activity (events, stakeholder engagement activity, sub-board groupings etc.) per year. The Government's expectation is that this funding will be used for these purposes but it will be for the LEP Board to decide. For Coventry & Warwickshire LEP the core funding equates to £125,000 in 2012/13 and £250,000 in 2013/14 and again in 2014/15.

The CWLEP has approved the proposal that the remaining GPF is combined with new RGF award to create a single fund, which will increase the flexibility and co-ordination available to the CWLEP to invest in projects that create jobs and economic growth. The

aim is to create a single scheme with a combined and streamlined governance structure that will enable funds from various sources to be awarded efficiently and effectively to applicant businesses. Warwickshire County Council has proposed to transfer the GPF to the City Council so that the latter can act as accountable body for the new combined scheme that includes both RGF and GPF. This would enable optimal alignment of the funding streams. The aims of the two schemes are fully compatible; GPF must be allocated to capital projects that bring economic growth whereas the RGF programme aims to make grants for infrastructure, which unlocks new employment sites, and will also make grants available directly to businesses looking to expand or take on new staff.

The report detailed other options considered, including keeping two separate funding streams, with both the City Council and the County Council being the accountable body for an individual fund. However this would result in higher programme management costs and the opportunities of alignment would be a significant missed opportunity.

The Jobs, Skills and Growth Scrutiny Board (3) had considered the report at their meeting on 6th February, 2013 and a Briefing Note detailing their consideration was appended to the report. The Scrutiny Board supported the creation of an Accountable Body Group to manage risk and effective resource allocation in relation to the Regional Growth Fund and the Growing Places Fund and had recommended that the relationship and processes between the funds and governance be clarified in a diagram appended to the report when it is submitted to the City Council meeting on 26th February, 2013, which it duly was.

RESOLVED that the City Council:

- 1. Recognises and endorses the funding opportunity from the Regional Growth Fund, Growing Places Fund and Coventry and Warwickshire Local Enterprise Partnership Core Funding as a significant opportunity in delivering the priorities of the Coventry and Warwickshire Local Enterprise Partnership and authorises the City Council to act as guarantor for this package; and**
- 2. Receives an annual report on the progress of the Regional Growth Fund, Growing Places Fund and use of Coventry and Warwickshire Local Enterprise Partnership Core Funding.**

134. Motion Without Notice

In accordance with Paragraph 4.1.35.5 of the City Council's Constitution, a Motion without Notice was moved by Councillor Gannon, seconded by Councillor Hetheron and adopted to combine the debates on agenda items 7 (2013/14 Council Tax Setting report) and 8 (Budget Report 2013/14).

135. 2013/14 Council Tax Setting

Further to Minute 128/12 of the Cabinet, the Council considered a report of the Director of Finance and Legal Services, which calculated the Council Tax level for 2013/14.

The report indicated that, the Pre-Budget Report was approved on the basis of consulting on a Council Tax rise of 2%. This was the maximum increase allowed by Government before the Council would be required to hold a referendum on the matter.

Government clarification had subsequently been received on the calculation of the amount of Council Tax revenue that could be raised before triggering the referendum limit. The result was that it was now to the Council's financial advantage for each of the next two years to freeze the Council Tax at the existing levels and received a Council Tax Freeze Grant of £1.2m, equivalent to a 1% Council Tax rise (and which would be payable for two years). On this basis, the budget for 2013/14 was being proposed on the basis of freezing the Council Tax at the existing levels.

The Director of Finance and Legal Services had reported to the Cabinet at their meeting on 26th February, 2013 that the precepts from the West Midlands Fire and Rescue Authority were approved at their meeting on 19th February 2013 and, as a result, the figures indicated as provisional within the report were now confirmed.

The Council noted that the recommendations followed 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 resolution was necessarily complex.

RESOLVED that the Council:

(1) Note the following Council Tax base amounts for the year 2013/14, as approved by Cabinet on 8th January 2013, in accordance with Regulations made under Section 31B of the Local Government Finance Act 1992 (as amended by the Localism Act 2011) ("the Act"):

(a) 70,863.8 being the amount calculated by the Council as its Council Tax base for the year for the whole Council area;

**(b) Allesley 287.5
 Keresley 187.2**

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 2013/14 in accordance with Sections 31A, 31B and 34 to 36 of the Act:

a) £742,464,000 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) £648,649,995 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) £93,814,005 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 it's Council Tax requirement for the year;

d) £1,323.86
$$\frac{(2) \text{ c}}{(1) \text{ a}} = \frac{£93,814,005}{70,863.8}$$

Being the amount at (2) c) above divided by the amount at (1) a) above, calculated by the Council in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the Year (*Average Council Tax at Band D for the City including Parish Precepts*);

e) £4,507.00 being the aggregate amount of all special items referred to in Section 34(1) of the Act (*Parish Precepts*);

f) £1,323.80
$$= (2) \text{ d} - \frac{(2) \text{ e}}{(1) \text{ a}} = £1,323.86 - \frac{£4,507.00}{70,863.8}$$

Being the amount at (2) d) above, less the result given by dividing the amount at (2) e) above by the amounts at (1) a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of the area to which no special item relates. (*Council Tax at Band D for the City excluding Parish Precepts*);

g)	Coventry Unparished Area	£1,323.80
	Allesley	£1,334.11
	Keresley	£1,332.05

Being the amounts given by adding to the amount at (2) f) above, the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at (1) b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate (*Council Taxes at Band D for the City and Parish*);

h)

Valuation Band	Parts to which no special item relates	Parish of Allesley	Parish of Keresley
	£	£	£
A	882.53	889.40	888.03
B	1029.62	1037.64	1036.04
C	1176.71	1185.87	1184.04
D	1323.80	1334.11	1332.05
E	1617.98	1630.58	1628.06
F	1912.16	1927.05	1924.08
G	2206.33	2223.51	2220.08
H	2647.60	2668.22	2664.10

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) That it be noted that for the year 2012/13 the West Midlands Police Authority 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	68.29	35.21
B	79.67	41.08
C	91.05	46.95
D	102.43	52.82
E	125.19	64.55
F	147.95	76.29
G	170.72	88.03
H	204.86	105.63

- (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 2012/13 for each part of its area and for each part of the categories of dwellings shown below:

Valuation Band	Parts to which no special item relates	Parish of Allesley	Parish of Keresley
	£	£	£
A	986.03	992.90	991.53
B	1150.37	1158.39	1156.79
C	1314.71	1323.87	1322.04
D	1479.05	1489.36	1487.30
E	1807.72	1820.32	1817.80
F	2136.40	2151.29	2148.32
G	2465.08	2482.26	2478.83
H	2958.09	2978.71	2974.59

- (5) That the Council determines that its relevant basic amount of Council Tax for 2013/14 is not excessive in accordance with the principles approved under Sections 52ZC and 52ZD of the Act.

136. Budget Report 2013/14

Further to Minute 129/12 of the Cabinet, the Council considered a report of the Director of Finance and Legal Services, which outlined the proposed final revenue budget for 2013/14, following a period of public consultation on a range of budget options which were previously considered by the Cabinet on 11th December 2012.

2013/14 was the third year of four covered by the 2010 Spending Review which set out the Government's spending plans incorporating significant reductions in the real level of resources available to local government. This had been updated by the Chancellor's Autumn Statement released on 5th December 2012 and the Local Government Finance Settlement for 2013/14 announced on 4th February 2013.

The Government had implemented a number of complex technical changes to the system of Local Government Finance. These changes had made it very difficult to compare the Council's financial position clearly with previous years. However, it was clear that Coventry would suffer a cash loss of more than £7m in 2013/14 as a result of the Settlement. In addition, the Council needed to set aside amounts within its budget to take account of the level of Business Rate risk and was faced with expenditure pressures relating to grant loss such as the 2012/13 Council Tax Freeze Grant and the education services related Local Authority Central Share Equivalent Grant (LACSEG – the so called Academy schools adjustment). The combined impact of these changes amounted to £8m. In totality, the Council's settlement represented a resource loss in the region of £15m and when added to other unavoidable spend pressures, confirmed the need to bridge the £28m funding gap outlined in the Pre-Budget Report.

In line with the Medium Term Financial Strategy, the Council had continued to meet the challenge of significantly reduced resources through its abc programme of transformation project and a range of other management approaches and technical measures. The report set out a range of recommended savings proposals and a much smaller number of spending pressures/proposals that together produced a balanced budget. The package of changes allowed the Council to continue to deliver the key policies in 2013/14. However, it was also noted that national spending plans meant that local government would not be able to sustain the current range and level of services in the future. As a result, the Council would need to revise its expectations and those of the citizens and taxpayers as the period of austerity continued.

The proposals within the report would enable the Council to set a balanced budget for 2013/14 and move towards balancing the budget in subsequent years, although the medium term financial position still showed revenue budget gaps of £4m and £8m in 2014/15 and 2015/16 respectively.

The Council noted that Legislation now demanded that the Council Tax Setting Report that had also been submitted to this meeting (Minute 128 refers), recommended a 'Council Tax Requirement' for 2014/15 rather than a 'Budget Requirement' that had been recommended under previous legislation. The Council Tax Requirement for 2013/14 was £93.8m. On the previously reported Budget Requirement basis, the Council's like for like net revenue budget funded by Government Grant, Local Business Rates and Council Tax would decrease by £5.2m from £273.6m in 2012/13 to £268.4m in 2013/14 (a loss of £7.1m Start-Up Funding netted off by £1.9 additional resources from technical changes to Council Tax). This movement needed to be considered alongside the other changes to the Council's financial position. The total or gross revenue budget which also included spending funded by specific grants and fees and charges would be £742.5m.

The budget recommended within the report was based on a city Council Tax freeze for 2013/14. If the Council chose to approve this freeze it would enable the Council to take advantage of the Government's two year Council Tax Freeze Compensation Grant equivalent to a 1% increase in Council Tax. As well as freezing the amount paid by Council Tax payers for City Council services this would actually increase the level of resources available to the City Council in 2013/14 and 2014/15 compared with increasing Council Tax up to the limit allowed before a public referendum. It would however also reduce the level of resources available to the Council by around £1m p.a. from 2015/16 onwards.

The report submitted also included a proposed Capital Programme of £61m for 2013/14 and £179m for the period 2014/15 to 2017/18. This consisted of schemes and programmes that had already been approved plus programmes of essential expenditure in the areas of property, highways and pavements maintenance and ICT infrastructure, plus the NUCKLE rail scheme and provision for new cemetery facilities at the Lenton's Lane site. The future programme contained provision for expenditure on the Regional Growth Fund, Growing Places and a City Deal or equivalent scheme. The 2013/14 programme required a level of prudential borrowing of £8m to support investment in specific schemes. The revenue impact of repaying this borrowing is taken into account in the revenue budget.

The Council was also required to approve its Treasury Management Strategy and Prudential Indicators on an annual basis and these were incorporated within the report submitted.

An amendment, as detailed in the Appendix to these minutes, was moved by Councillor Blundell, seconded by Councillor Foster and lost.

RESOLVED that the Council:

- (1) Approve the final spending and savings proposals as detailed in Appendix 2 of the report.**
- (2) Approve the total 2013/14 revenue budget of £268.4m as detailed in table 2 and Appendix 3 of the report, established in line with a zero City Council Tax increase and the Council Tax Requirement recommended in the Council Tax Setting report.**
- (3) Note the Director of Finance and Legal Services' comments confirming the robustness of the budget and adequacy of reserves, as detailed in Section 9 of the report.**
- (4) Approve the Capital Programme of £61m for 2013/14 and the future years' commitments arising from this programme of £179m in 2014/15 to 2017/18 as detailed in Section 6 and Appendix 4 of the report.**
- (5) Approve the proposed Treasury Management Strategy for 2013/14 (Section 7), the revised Investment Strategy and Policy (Appendix 5) for immediate implementation, and adopt the prudential indicators and limits described in Section 7 and summarised in Appendix 6.**

137. Statement by the Leader

There was no statement.

(Meeting closed at 4.00 pm)

Lord Mayor

Date

APPENDIX

COUNCIL MEETING 26TH FEBRUARY 2013BUDGET REPORT 2013/14CONSERVATIVE GROUP AMENDMENT TO THE REVENUE BUDGET**Spending Proposal**

Report Ref	Description	Amount £000
New	Introduce Living Wage for Council Employees at £7.45 per hour	1,043
	Total New Spending Proposals	1,043

Saving Proposals

Report Ref	Description	Amount £000
New - See Above	Fund Schools Living Wage from within Dedicated Schools Grant	(489)
New	Withhold Pay Award for Officers on Hay Grade or Equivalent	(100)
Appendix 2 Item 16	No City Deal Spend in 2013/14	(200)
New	Creation of Resources Directorate	(200)
Appendix 4 City Services	Restrict Public Realm Spend (and switch Capital Programme resources to produce revenue saving)	(54)
	Total New Savings Proposals	(1,043)

Total Revenue Impact**Nil**

This page is intentionally left blank

Council – 19th March 2013

**Recommendations from
Cabinet – 5th March 2013**

131. **Declarations of Interest**

Councillor Duggins declared a Disclosable Pecuniary Interest in the matter referred to in minutes 133 and 147 below, headed “Public Leisure Facility Re-Provisioning for the North East of Coventry”. He withdrew from the meeting during the consideration of these matters.

133. **Public Leisure Facility Re-Provisioning for the North East of Coventry**

The Cabinet considered a report of the Director of City Services and Development, which sought approval for investment in the development of wet-side (including swimming pools), community and associated service facilities at Centre AT7 as a re-provisioning for those facilities at Foleshill Sports and Leisure Centre, Livingstone Road that would be withdrawn as a result of the decommissioning and closure of this ageing leisure centre.

A corresponding private report detailing financially confidential aspects of the proposals was also submitted to this meeting (Minute 147 below refers).

In July 2011, Cabinet approved collaborative working with Coventry Sports Trust (CST) and Coventry Sports Foundation (CSF) to identify a new vision for public sports and leisure provision in the city, involving both operational and facility stock reviews. As a consequence of this collaborative working, in April 2012, CSF assumed a consultative management responsibility for the service provision of CST.

Alongside this review of public leisure service provision, a wider consultation was also been undertaken in respect of the City’s future sporting aspirations, through extensive desktop strategic research, a city-wide public survey and initial stakeholder engagement.

The findings of this research and consultation drew out eight key vision statements that became the basis of an Emerging Sports Vision. One of these key vision statements referenced the need “to provide a range of modern, accessible and high quality sports facilities in the City”.

Following the July 2011 Cabinet approval for CST to close the Arena Health and Fitness Club, Cabinet further approved the detailed development of a proposal for aquatic (swimming pools) and community facilities at Centre AT7 as a re-provisioning of facilities at Foleshill Sports and Leisure Centre, Livingstone Road.

As an ageing facility, Foleshill Sports and Leisure Centre (which opened to the public in 1937) had experienced a significant decline in participation (from 223,000 in 1995 to 91,002 in 2011/12). The ageing plant within the Centre meant that currently just two of the three boilers at the centre were operational, whilst the inadequate capacity of the pool

circulation plant limited bather loads, required a 41 hour shut down of the pool to deal with any contamination and required specific testing and management regimes in order to monitor and maintain acceptable microbiology levels in the pool water.

Similarly, in 2007 an approved capital investment of £0.5m for rectification works that were anticipated to last for 14 weeks, actually resulted in works costing £1.1m along with a 13 month closure of the main pool and a 21 month closure of the learner pool.

Centre AT7 was located 0.8 miles from the Livingstone Road site. As a dry-side only site (with no wet-side provision), through various developments and facility expansions, the Centre had broadened its activity base and public leisure offer, resulting in a 128% increase in participation in the same period from 1995 to 2012 (rising from 130,000 to 296,050 visits per annum).

Accordingly, on 3rd January 2012, Cabinet approved grant funding not exceeding £0.65m to Coventry and Warwickshire Award Trust (CAWAT), as the owners of the Centre AT7 site, for design and feasibility works relating to any proposed development of aquatic, service and community facilities. As such, project management and full design teams were subsequently procured through the Scape framework and had been working since March 2012 and May 2012 respectively to produce the currently proposed designs for Centre AT7.

The proposals within the report aimed to improve the quality of sports facilities in the north east of the City, with the inclusion of a new 25 metre swimming pool, a leisure/learner pool, water slides, a health suite (jacuzzi, sauna and steam room), community facilities and improved parking at the Centre AT7 site, along with some associated service renewal to existing facilities within the Centre. It was anticipated that the provision of new, high quality sports facilities along with associated community outreach programming would further contribute to increasing local participation in sport and active recreation, thereby also contributing to health and wellbeing outcomes for local people, particularly in the north east of the City.

These proposals further contributed to the delivery of a more coherent and consistent leisure offer for the people of Coventry, including organisational structures that would drive greater efficiency savings and facilitate the recycling of existing finances into the development of high-quality, public leisure facilities. This would deliver a cost-neutral revenue position for the Council over the life of the funding of the project, through the reinvestment of repatriated savings from the closure and withdrawal of public leisure service provision from other sports facilities.

In addition, the Cabinet considered a petition bearing 6,657 signatures, opposing the closure of the Foleshill Leisure Centre. Mr Bromwich, the petition organiser, attending the meeting and spoke on behalf of the petitioners.

RESOLVED that, after due consideration of the options and proposals contained in the report and matters referred to at the meeting:

- 1. The Cabinet approves:**
 - a) The delegation of authority to the Director of City Services**

and Development and the Director of Financial and Legal Services in consultation with the Cabinet Member (Community Safety and Equalities) to approve the detailed scope and implementation of the proposed works in accordance with the planning permission, along with associated professional appointments.

- b) The delegation of authority to the Director of City Services and Development and the Director of Finance and Legal Services in consultation with the Cabinet Member (Community Safety and Equalities) to agree to complete a lease with the Coventry and Warwickshire Award Trust as the freehold owner of Centre AT7 for the construction of the wet-side facility for 47-year term commencing on 1st April 2013.
- c) The managed decommissioning and closure of Foleshill Sports and Leisure Centre, with the intention of facilitating a seamless transition of service provision in the north east of the city (subject to risk management and budget constraints);
- d) Further investigation of potential options for future usage of the Foleshill Sports and Leisure Centre/Livingstone Road site and undertake a marketing/disposal feasibility exercise with a view to reporting back to Members.

2. The Cabinet recommends that the City Council:

- a) Note the above approvals from Cabinet.
- b) Approves proposals for the development of wet-side (including swimming pools) and community and associated service facilities at Centre AT7 as a re-provision of the ageing facilities at Foleshill Sports and Leisure Centre, Livingstone Road;
- c) Provides funding of £7.45m for the development of wet-side (including swimming pools) and community and associated service facilities at Centre AT7 as an addition to the 2013/2014 Capital programme*;

(NOTE: Councillor A Khan abstained from voting on this matter.)

This page is intentionally left blank

A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services.

Cabinet
Council

5th March 2013
19th March 2013

Name of Cabinet Member:

Cabinet Member (Community Safety and Equalities) – Councillor Townshend

Director Approving Submission of the report:

Director of City Services and Development

Ward(s) affected:

Foleshill and Upper Stoke

Title:

Public Leisure Facility Re-Provisioning for the North East of Coventry

Is this a key decision?

Yes. The potential financial implications for the City Council of the recommendations will exceed £500,000 for the re-provisioning of public leisure facilities in the north east of the city.

Executive Summary:

Approval is sought for investment in the development of wet-side (including swimming pools), community and associated service facilities at Centre AT7 as a re-provisioning for those facilities at Foleshill Sports and Leisure Centre, Livingstone Road that would be withdrawn as a result of the decommissioning and closure of this ageing leisure centre.

The aim of these proposals is to improve the quality of sports facilities in the north east of the city, with the inclusion of a new 25 metre swimming pool, a leisure/learner pool, water slides, a health suite (jacuzzi, sauna and steam room), community facilities and improved parking at the site, along with some associated service renewal to existing facilities within Centre AT7. It is anticipated that the provision of new, high quality sports facilities along with associated community outreach programming will further contribute to increasing local participation in sport and active recreation, thereby also contributing to health and wellbeing outcomes for local people, particularly in the north east of the city.

These proposals further contribute to the delivery of a more coherent and consistent leisure offer for the people of Coventry, including organisational structures that drive greater efficiency

savings and facilitate the recycling of existing finances into the development of high-quality, public leisure facilities. This would deliver a cost-neutral revenue position for the Council over the life of the funding of the project, through the reinvestment of repatriated savings from the closure and withdrawal of public leisure service provision from other sports facilities.

Recommendations:

Cabinet:

1. to consider the public petition signed by 6,657 people opposing the closure of Foleshill Sports and Leisure Centre;
2. to approve proposals for the development of wet-side (including swimming pools) and community and associated service facilities at Centre AT7 as a re-provision of the ageing facilities at Foleshill Sports and Leisure Centre, Livingstone Road;
3. to recommend to Council that it provides funding of £7.45m for the development of wet-side (including swimming pools) and community and associated service facilities at Centre AT7 as an addition to the 2013/2014 Capital programme*;

* this is on the basis that Cabinet is minded to approve Recommendations 2 and 3 to Council but is not authorised by the Council's executive arrangements, financial regulations and other rules of procedures to make a determination in those terms.

4. to delegate authority to the Director of City Services and Development and the Director of Financial and Legal Services in consultation with the Cabinet Member (Community Safety and Equalities) to approve the detailed scope and implementation of the proposed works in accordance with the planning permission, along with associated professional appointments;
5. to delegate to the Director of City Services and Development and the Director of Finance and Legal Services in consultation with the Cabinet Member (Community Safety and Equalities) to agree to complete a lease with the Coventry and Warwickshire Award Trust as the freehold owner of Centre AT7 for the construction of the wet-side facility for 47-year term commencing on 1st April 2013;
6. to approve the managed decommissioning and closure of Foleshill Sports and Leisure Centre, with the intention of facilitating a seamless transition of service provision in the north east of the city (subject to risk management and budget constraints);
7. to request officers to further investigate potential options for future usage of the Foleshill Sports and Leisure Centre/Livingstone Road site and undertake a marketing/disposal feasibility exercise with a view to reporting back to Members.

Council:

1. to approve £7.45m of funding (in addition to the £0.65m funding previously approved by Cabinet on 3rd January 2012), for the development of wet-side (including swimming pools) and community and associated service facilities at Centre AT7.
2. to note the associated recommendations from Cabinet.

List of Appendices included:

1. Emerging Vision for Sport in Coventry (December 2012)
2. Proposed Facility Development Plans – Centre AT7 (Stage D)
3. Petition Statement – Received by Coventry City Council on 3rd January 2012.
4. A Report on Providing a New Public Leisure Centre in the North East of Coventry (Drivers Jonas Deloitte, 31st October 2012) (Redacted version – commercially sensitive data removed)
5. Public Leisure Facility Development – North East Coventry: Options Appraisal Summary (January 2013) (Redacted version – commercially sensitive data removed)
6. Equality and Consultation Analysis – Foleshill Sports and Leisure Centre Facility Re-provisioning (January 2013)

Background papers:

None

Other useful documents

In addition to those papers incorporated within the appendices above, the following useful papers are posted for reference on the Council website at the following link:

<http://www.coventry.gov.uk/sportvision>

- Cabinet Paper – Public Leisure Services and Facility Re-Provisioning (Coventry City Centre, 3rd January 2012)
- Coventry Sports and Leisure Survey 2012 – Survey Template (Coventry City Council, June 2012)
- Coventry Sports and Leisure Report (Coventry City Council, November 2012)
- North East Coventry Sport and Leisure Centre Provision Impact Assessment (Coventry City Council Corporate Research, November 2012)
- Planning Permission (subject to conditions) for the Proposed Facility Developments at Centre AT7, Bell Green Road (Planning Decision: 10th January 2013)

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. The report will go to Council on 19th March 2013.

Report Title: Public Leisure Facility Re-Provisioning for the North East of Coventry

1. Context (or background)

- 1.1 In July 2011, Cabinet approved some collaborative working with Coventry Sports Trust (CST) and Coventry Sports Foundation (CSF) to identify a new vision for public sports and leisure provision in the city, involving both operational and facility stock reviews. As a consequence of this collaborative working, in April 2012, CSF assumed a consultative management responsibility for the service provision of CST.
- 1.2 Alongside this review of public leisure service provision, a wider consultation has also been undertaken in respect of the City's future sporting aspirations, through extensive desktop strategic research, a city-wide public survey (June to August 2012) and initial stakeholder engagement (October 2012 to January 2013).
- 1.3 The findings of this research and consultation drew out eight key vision statements that have become the basis of an Emerging Sports Vision (launched publicly by Rt. Hon. Harriet Harman MP on 13 December 2012) – see Appendix 1: Emerging Vision for Sport in Coventry.
- 1.4 Key Vision Statement 5 of the Emerging Sports Vision references the need “*to provide a range of modern, accessible and high quality sports facilities in the City*”.
- 1.5 Following the July 2011 Cabinet approval for CST to close the Arena Health and Fitness Club (AHFC), Cabinet further approved the detailed development of a proposal for aquatic (swimming pools) and community facilities at Centre AT7 as a re-provisioning of facilities at Foleshill Sports and Leisure Centre, Livingstone Road.
- 1.6 As an ageing facility, Foleshill Sports and Leisure Centre (which opened to the public in 1937) has experienced a significant decline in participation (from 223,000 in 1995 to 91,002 in 2011/12). The ageing plant within the Centre means that currently just two of the three boilers at the centre are operational, whilst the inadequate capacity of the pool circulation plant limits bather loads, requires a 41 hour shut down of the pool to deal with any contamination and requires specific testing and management regimes in order to monitor and maintain acceptable microbiology levels in the pool water.
- 1.7 Similarly, in 2007 an approved capital investment of £0.5m for rectification works that were anticipated to last for 14 weeks, actually resulted in works costing £1.1m along with a 13 month closure of the main pool and a 21 month closure of the learner pool.
- 1.8 Centre AT7 is 0.8 miles from the Livingstone Road site. As a dry-side only site (with no wet-side provision), through various developments and facility expansions, the Centre has broadened its activity base and public leisure offer, resulting in a 128% increase in participation in the same period from 1995 to 2012 (rising from 130,000 to 296,050 visits per annum).
- 1.9 Accordingly, on 3rd January 2012, Cabinet approved grant funding not exceeding £0.65m to Coventry and Warwickshire Award Trust (CAWAT), as the owners of the Centre AT7 site, for design and feasibility works relating to any proposed development of aquatic, service and community facilities. As such, project management and full design teams were subsequently procured through the Scape framework and have been working since March 2012 and May 2012 respectively to produce the currently proposed designs for Centre AT7 (see Appendix 2 - Proposed Facility Development Plans – Centre AT7).

- 1.10 Subsequent to Cabinet approvals for this design and feasibility work, a petition containing 6,657 signatures (content statement attached in Appendix 3) was submitted to the Council expressing opposition to the closure of Foleshill Sports and Leisure Centre (FSLC), which has been followed by two organised protests arriving at or outside the Council House. As no decision to close FSLC had been made at the time of receiving the petition, and no decision on the future of the Centre has yet been made (due to the detailed feasibility and impact assessment work required to inform this process and the requirement to report back to Cabinet), it was determined that the petition should be considered as part of this decision making process for the future of FSLC.
- 1.11 In May 2012, the Cabinet Member (Community Safety and Equalities) visited FSLC for a guided tour of the facility and to meet with local Ward Councillors, Centre users and local residents. Following this visit, the Cabinet Member instructed officers to carry out additional work through a wider options appraisal.

2. Options considered and recommended proposal

- 2.1 Local and national surveys have identified the importance of public leisure (and specifically aquatic) facilities in supporting public participation in sport and active recreation. Swimming has been identified as the activity most survey respondents would like to do more of, with 26% of those surveyed in the Coventry Sports and Leisure Survey (2012) saying that they would be interested in using a swimming pool if it were offered at their nearest or most used centre (Coventry Sports and Leisure Report, 2012, p28).
- 2.2 The Coventry Sports and Leisure Survey further demonstrated that the facility that most people would like to be able to access in their nearest or most used centre was a swimming pool (Coventry Sports and Leisure Report, 2012, p29). Whilst the isolated closure of the existing facility in Livingstone Road (i.e. with no proposed re-provisioning) would realise a revenue saving of £0.203 per annum prior to the allocation of overheads, the closure could further increase demand for such swimming facilities in the in this area of the city.
- 2.3 The Cabinet report of 3rd January 2012 called for a feasibility study to be undertaken in respect of re-provisioning the wet side facilities from Foleshill Sports and Leisure Centre to the neighbouring Centre AT7 and the requirements of this feasibility exercise were subsequently expanded by the Cabinet Member to include the exploration of some additional alternative options.
- 2.4 The detailed findings from the feasibility exercise on all of the eventual six options that were explored is attached as Appendix 4 (A Report on Providing a New Public Leisure Centre in the North East of Coventry, Drivers Jonas Deloitte), whilst a summary of this feasibility along with associated financial modelling is attached in tabular form as Appendix 5 (Public Leisure Facility Development – North East Coventry: Options Appraisal Summary).
- 2.5 Table 1 below is an Executive Summary of the feasibility exercise on the six options, which is followed thereafter with a more detailed insight into each of the respective options.

Table 1: Executive Summary of North East Public Leisure Facility Options Appraisal

Page 26	Option	Facility Closure Implications (FSLC)	Project Delivery Timescales	Capital Cost	Revenue Cost / (Saving) ¹ over 44 years	Overall Feasibility
	<p>Option A: Refurbishing the existing FSLC to more modern standards.</p>	13 months	25 Months	£7.6m	£7.23m	The refurbishment of the facilities within the existing structure would lead to an inefficient use of space, with the facilities also not being refurbished to modern specifications and standards. There would still be insufficient on-site parking.
	<p>Option B: Rebuilding FSLC with current facility mix on the existing site</p>	15 months	27 Months	£7.8m	£6.91m	Under modern building standards, to rebuild the existing facilities and retain space for even the current limited car parking, a new building would have to be two storeys in height. There would still be insufficient on-site parking.
	<p>Option C: Rebuilding FSLC with full community facility mix on the existing site</p>	NA	NA	£11.96m	Not Considered	This proposal is not feasible due to the spatial requirements of a full community facility mix not being met by the available space of the site. This option was therefore not given further consideration.
	<p>Option D: Rebuilding FSLC with current facility mix on a new site</p>	0 months	35 Months	£8.5m	£7.30m	Several sites were assessed within the Foleshill Ward, but all presented significant logistical and / or timing issues, whilst also generating a potential impact on neighbouring community facilities such as Centre AT7.
	<p>Option E: Rebuilding FSLC with full community facility mix on a new site</p>	0 months	37 Months	£12.36m	£18.14m	Several sites were assessed within the Foleshill Ward, but all presented significant logistical and / or timing issues, whilst also generating a potential impact on neighbouring community facilities such as Centre AT7.
	<p>Option F: Re-provisioning of wet side facilities to Centre AT7</p>	0 months	16 Months	£8.1m	£(0.88)m	The development on an existing site would mean that no site acquisition costs or logistical issues would be incurred. The proposals can feasibly be merged into the existing facility mix to deliver a consolidated leisure offer in the area.

¹ Revenue cost/(saving) is the net cost/(saving) to include the capital financing costs; operating costs; design fees; and impact costs /less the resource available.

Option A: Refurbishing the existing Foleshill Sports and Leisure Centre to more modern standards
(Not Recommended)

- 2.6 This option retains the original 1930's superstructure and layout of FSLC, but significantly modernises some external and internal structures, along with plant, services, fixtures, fittings and décor. Whilst this does not provide a modern facility, this option retains current public leisure provision in its present locations.
- 2.7 However Option A is not the recommended option for the following reasons:
- 2.7.1 The existing facility would be challenging to refurbish to a modern standard, due to the limitations of a 1930's structure and layout (e.g. split pool layout, served by single plant);
 - 2.7.2 This option would not deliver an efficient facility layout or a 'fully modernised' leisure centre. The existing swimming pools are at opposite ends of building, which has resulted in the centre not being as user-friendly or as operationally efficient as a modern leisure centre;
 - 2.7.3 This option would provide minimal additional parking to supplement the current allocated 20 spaces. The car parking would still be insufficient to service the needs of the centre, which would continue to limit usage. The car park is also located a long way from the entrance, such that it does not meet current guidance for disabled user and parent and child access;
 - 2.7.4 This option would not be consistent with the Emerging Vision for Sport in Coventry that references the need "*to provide a range of modern, accessible and high quality sports facilities in the City*" - see Appendix 1: Emerging Vision for Sport in Coventry;
 - 2.7.5 This option does not achieve a complete, single site consolidated wet-side and dry-side public leisure offer in the north east of the city (e.g. there is no provision for a sports hall within the existing site);
 - 2.7.6 The development timescales would require the Council to continue to provide a level of grant subsidy to the existing FSLC operation, even throughout the 13-month period of full facility closure for refurbishment;
 - 2.7.7 The 13-month complete facility closure of FSLC would have a negative effect on sports participation and development in the area;
 - 2.7.8. This option would generate a net revenue cost (capital financing costs; operating costs; design fees; and impact costs less the resource available) of £7.23m over the 44 year life of funding the project;
 - 2.7.9 This option could jeopardise the future public leisure operation model currently being explored between the CST and CSF, as this is predicated on moving towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city;
 - 2.7.10 The Livingstone Road site would not be available for alternative development such as those currently being explored with health and community agencies (see 3.17 below).

Option B - Rebuilding Foleshill Sports and Leisure Centre with the current facility mix on the existing site (Not Recommended)

- 2.8 This option would involve the development of a new leisure centre on the existing Livingstone Road site, to replicate the existing facility mix of the Foleshill Sports and Leisure Centre, built to modern specifications and standards.

- 2.9 Whilst this option would rebuild the existing facility mix to modern specifications and standards, it is not the recommended option for the following reasons:
- 2.9.1 Under modern building standards, to rebuild the existing facilities and retain space for even the current limited car parking, a new building would have to be two storeys in height. There would still be insufficient on-site parking.
 - 2.9.2 This option does not achieve a complete, single site consolidated wet-side and dry-side public leisure offer in the north east of the city (e.g. there is no provision for a sports hall within the existing site);
 - 2.9.3 This option would have an impact upon the existing income / business model of Centre AT7, which is also grant subsidised by Coventry City Council;
 - 2.9.4 The development timescales associated with this option would require the Council to continue to subsidise the existing FSLC operation throughout the 15-month development period;
 - 2.9.5 The 15 month complete facility closure of FSLC, would have a negative effect on sports participation and development in the area;
 - 2.9.6 This option would generate a net revenue cost (capital financing costs; operating costs; design fees; and impact costs /less the resource available) of £6.91m over the 44 year life of funding the project;
 - 2.9.7 This option could jeopardise the future public leisure operation model currently being explored between the CST and CSF, as this is predicated on moving towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city;
 - 2.9.8 The Livingstone Road site would not be available for alternative development such as those currently being explored with health and community agencies (see 3.17 below).

Option C – Rebuilding Foleshill Sports and Leisure Centre with a full community facility mix on the existing site (Not Recommended)

- 2.10 This option would involve the development of a new leisure centre on the existing Livingstone Road site, with a full community facility mix (to include a 4-court sports hall, 70 station gym, larger exercise studio and increased car parking e.g. Xcel model).
- 2.11 This proposal is not feasible due to the spatial requirements of a full community facility mix not being met by the available space of the site. This option was therefore not given further consideration.

Option D – Rebuilding Foleshill Sports and Leisure Centre with the current facility mix on a new site (Not Recommended)

- 2.12 This option would involve the development of a new leisure centre on a new site within the Foleshill Ward, to replicate the existing facility mix of the Foleshill Sports and Leisure Centre, but built to modern specifications and standards.
- 2.13 Whilst this option would deliver a more efficient facility layout built to modern specifications and standards and satisfy car parking demands, it is not the recommended option for the following reasons:
 - 2.13.1 Several sites within the Foleshill Ward were assessed as to their potential feasibility for such development, but all presented significant logistical and / or timing issues;

- 2.13.2 This option does not achieve a complete, single site consolidated wet-side and dry-side public leisure offer in the north east of the city (e.g. there is no provision for a sports hall within the existing site);
- 2.13.3 This option would have a significant impact upon the existing income / business model of Centre AT7, which is also grant subsidised by Coventry City Council;
- 2.13.4 The development timescales associated with this option would require the Council to continue to subsidise the existing FSLC operation (including increasing maintenance demands) throughout the 35-month development period;
- 2.13.5 This option would generate a net revenue cost (capital financing costs; operating costs; design fees; and impact costs *less* the resource available) of £7.3m over the 44 year life of funding the project;
- 2.13.6 This option could jeopardise the future public leisure operation model currently being explored between the CST and CSF, as this is predicated on moving towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city.
- 2.13.7 The Livingstone Road site *would* be available for alternative development such as those currently being explored with health and community agencies (see 3.17 below).

Option E – Rebuilding Foleshill Sports and Leisure Centre with a full community facility mix on a new site (Not Recommended)

- 2.14 This option would involve the development of a new leisure centre on new site within the Foleshill Ward, with a full community facility mix (to include a 4-court sports hall, 70 station gym, larger exercise studio and increased car parking e.g. Xcel model).
- 2.15 Whilst this option would deliver a full community facility mix built to modern specification and standards and satisfy car parking demands, it is not the recommended option for the following reasons:
 - 2.15.1 Several sites within the Foleshill Ward were assessed as to their potential feasibility for such development, but all presented significant logistical and / or timing issues;
 - 2.15.2 This option would have a very significant impact upon the existing income / business model of Centre AT7, which is also grant subsidised by Coventry City Council;
 - 2.15.3 The development timescales associated with this option would require the Council to continue to subsidise the existing FSLC operation (including increasing maintenance demands) throughout the 37-month development period;
 - 2.15.4 This option would generate a net revenue cost (capital financing costs; operating costs; design fees; and impact costs *less* the resource available) of £18.14m over the 44 year life of funding the project;
 - 2.15.5 This option could jeopardise the future public leisure operation model currently being explored between the CST and CSF, as this is predicated on moving towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city.
 - 2.15.6 The Livingstone Road site *would* be available for alternative development such as those currently being explored with health and community agencies (see 3.17 below).

Option F - Re-provisioning of wet-side facilities to Centre AT7 (Recommended)

- 2.16 This option would involve the re-provisioning of wet-side facilities along with some associated service renewal to existing facilities within Centre AT7 to create a consolidated wet-side and dry-side leisure offer in the north east of Coventry.
- 2.17 This option would subsequently involve the managed decommissioning and closure of FSLC, along with marketing and disposal of the existing Livingstone Road site.
- 2.18 This option is the recommended option for the following reasons:
 - 2.18.1 This option would deliver a complete, single site consolidated wet-side and dry-side public leisure offer in the north east of the city;
 - 2.18.2 The proposed remodelling and relocation of car parking on the site would ensure that there would be sufficient car parking to satisfy customer demand;
 - 2.18.3 The development timescales associated with this option (16 months) would mean that continued subsidy to the existing operation at FSLC would be minimised;
 - 2.18.4 The decision to manage a decommissioning and closure of the existing FSLC at Livingstone Road would ensure that ongoing maintenance expenditure was limited to an essential and absolutely necessary basis over a relatively short period of time (16 months, as opposed to 37 months under Option E, for example);
 - 2.18.5 This option is the only option that generates a net revenue *saving* (capital financing costs; operating costs; design fees; and impact costs *less* the resource available), which amounts to a projected £0.88m over the 44 year life of funding the project;
 - 2.18.6 This option *would not* jeopardise, but would be consistent with the future public leisure operation model currently being explored between the CST and CSF, as this option would be consistent with a move towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city;
 - 2.18.7 The Livingstone Road site *would* be available for alternative development such as those currently being explored with health and community agencies (see 3.17 below).

3. Results of consultation undertaken

- 3.1 An Equalities Impact Project Team was established in March 2012, consisting of Council officers specialising in equalities, research and engagement. This group developed an Inform, Consult, Involve (ICI) strategy for the public consultation and related work, which identified the relevant stakeholders to be invited to and involved in consultation.
- 3.2 Public consultation via the Coventry Sport and Leisure Survey was undertaken between 25th June 2012 and 26th August 2012. This was a city-wide consultation that enabled the results to be used not only to support the decision-making process regarding sports provision in the north east, but also to inform the Emerging Vision for Sport for Coventry along with the anticipated and associated sports strategy.
- 3.3. Two reports were produced following this consultation - one that focused on the responses of the users of Foleshill Sports and Leisure Centre and those people living within the north east of the city (North East Coventry Sport and Leisure Centre Provision Impact Assessment, Coventry City Council, November 2012); and a second that considered and analysed responses from across the city (Coventry Sports and Leisure Report, Coventry City Council, 2012).

- 3.4 The production of two separate reports allows specific reference to be made to the responses of those that would be most affected by the decisions concerning sports and public leisure provision in the north east.
- 3.5 The Coventry Sport and Leisure Survey was made available as a paper copy and online. Specific targeting took place in the north east and the consultation was launched at the neighbourhood forums closest to Foleshill Sports and Leisure Centre. Surveys were distributed to a number of community venues, all libraries and public leisure sites managed by Coventry Sports Trust and Coventry Sports Foundation across the city.
- 3.6 During the period of consultation, Council officers and staff from CST and CSF were available on a number of occasions at both Foleshill Sports and Leisure Centre and Centre AT7 in order to encourage and support completion of the surveys. Translators were also present when possible.
- 3.7 The Council's Children's Champion distributed the surveys to networks working with young people and letters were sent to approximately 9,000 members of both Coventry Sports Trust and Coventry Sports Foundation directing them to an online version of the survey. Similarly, approximately 2,000 letters were distributed via school children in the north east to their parents/guardians to direct them towards the online version of the survey.
- 3.8 An electronic standpoint containing the survey was also utilised at Foleshill library and at public leisure centres managed by CST and CSF.
- 3.9 Surveys were also promoted and made available at public events including the London 2012 Torch Relay and public events in Broadgate.
- 3.10 A total of 1,528 completed surveys were received from across the city, with 29% of these (446 responses) being drawn from residents of the north east of the city. Of these survey respondents, 109 were residents of Foleshill Ward.

3.11 North East Data

Demographic data and responses drawn from residents of the the north east of the city revealed that:

- a) Levels of adult obesity, health referrals and physical inactivity are highest in this area;
- b) Across all north east sports respondents, the cost of activities and lack of time are the greatest barriers to participation in sport and active recreation.

3.12 North East Leisure Centre Users

Responses drawn from across the 722 respondents who were users of leisure centres in the north east of the city (Centre AT7, FSLC and the Moathouse Leisure and Neighbourhood Centre) and the membership and participation data for these centres revealed that:

- a) Of these three public leisure centres, participation at FSLC is still significantly the lowest, despite having seen a slight increase in usage since 2009/10.
- b) The three north east centres have a high proportion of users who are from low income or social housing households.
- c) Across all north east centres, respondents listed cleanliness, friendliness of staff, feeling safe, enjoying the activity and cost as the top five reasons for choosing a sports and leisure centre.
- d) Ex-users of north east sports and leisure centres said that respondents were put off using Centre AT7 because of the costs, other premises being more convenient or providing a better offer, and being unhappy with hygiene and/or the environment. Those users who no

longer used FSLC identified hygiene, environment, lacking facilities and poor maintenance as key factors in being deterred.

- e) Across the north east, general swimming provision was the activity most seen to encourage respondents to participate more, followed by activities for children and young people and dance-based exercise classes.
- f) One in three respondents from the north east of the city identified a need to increase swimming facilities in the area.
- g) Only 16% of respondents ruled out attending sports and leisure activities held in community venues local to them, including schools and community centres.
- h) A breakdown of sports and leisure centre membership in the north east of the city shows that the majority of centres currently service those who live within a mile of each centre. Data for FSLC members who provided a postcode of residence shows 52% of members (264) resided within a mile of FSLC.

3.13 Foleshill Sports and Leisure Centre Members/Users

Responses drawn from 403 users of FSLC and relevant health and membership data for the centre revealed that:

- a) there was an almost even split of responses from male and females;
- b) 20% considered themselves to have a disability or long standing health issue;
- c) over half (53%) of respondents were from black and minority ethnic (BME) groups;
- d) almost a third (31%) of respondents had a Muslim or Sikh faith;
- e) All age ranges were represented in the survey response, with the highest proportion of responses (23%) coming from centre users aged 35-44;
- f) Satisfaction with FSLC was mixed, with 32% of users reporting being very satisfied and 19% being unsatisfied or very unsatisfied (compared with 24% reporting being unsatisfied in a previous FSLC standpoint survey in 2009).
- g) Just over half (52%) of the 508 current FSLC members live within one mile of FSLC. 41% of current FSLC members (and 47% of members and non-members responding to the Survey) also live within a mile of Centre AT7 (CST Membership Data, 2012);
- h) FSLC users are more likely to walk to a sports and leisure centre, when compared to members of other CST and CSF facilities in the city, with 27% of users walking to the centre.
- i) 47% of FSLC users rely solely on this facility for their sports and leisure centre needs. Of FSLC users who also use another facility, Coventry Sports and Leisure Centre is the most popular centre with 45% of users, followed by Centre AT7 (21%), Alan Higgs Centre (17%) and Moat House Leisure and Neighbourhood Centre (17%)
- j) Cross analysis of respondents who use both FSLC and Coventry Sports and Leisure Centre facilities showed that 25% of users of both facilities used them both frequently. 25% were frequent users of FSLC and infrequent users of Coventry Sports and Leisure Centre and 19% were frequent users of Coventry Sports and Leisure centre and infrequent users of FSLC.
- k) When asked to comment on sports and leisure centre provision in Coventry, 121 FSLC users made a comment, of which 70 comments were about keeping FSLC open or being satisfied with current provision and 51 comments suggested making improvements to provision.
- l) Future provision would need to identify the unique needs of current Foleshill users – with the centre currently having a high proportion of users who walk to the centre, are from BME groups and have Muslim or Sikh religious beliefs and associated cultural needs.

3.14 Centre AT7 Design Consultation

In exploring and developing Option F (the proposed provision of wet-side, community and associated service facilities at Centre AT7) CAWAT and CSF organised a full design consultation. Two drop-in exhibitions were held to facilitate talking-through and discussion of the designs with local people. 20,000 properties in the neighbouring areas were leafleted to advertise the exhibitions and drop-in sessions. In addition, people were able to comment on the plans via the CSF website and the designs were displayed in six sports centres across the city over a two week period. This consultation resulted in the complete redesign of the proposed wet-side changing areas in order to ensure they would suit the specific cultural needs of the local community.

3.15 Emerging Vision for Sport in Coventry

The Emerging Vision for Sport in Coventry has been developed through: the review and detailed consideration of Coventry Sport and Leisure Survey responses; further direct consultation with the public and with local, regional and national sporting stakeholders, and; extensive desktop research and analysis, incorporating a review of local health and wider research data, future city strategic priorities, sporting priorities for National Governing Bodies of Sport (NGBs), and Sport England Active People Survey and Market Segmentation data. This process culminated in the development of eight draft key objectives designed to encapsulate the sporting aspirations for Coventry over the next ten years.

3.16 These eight, draft key vision objectives have been further refined through consultation with a variety of industry and wider sporting stakeholders in Coventry and the sub-region. The resultant, emerging key vision objectives (Appendix 1) were publicly launched on 13th December 2012 by the Cabinet Member (Community Safety and Equalities) and the Rt. Hon. Harriet Harman QC MP. These eight emerging key vision objectives are:

1. To inspire more people within the city to take up and regularly take part in sport;
2. To provide a wide range of high quality and exciting sporting opportunities and experiences;
3. To inspire more people to volunteer, coach and be supporters of sport;
4. To identify and support talented athletes to reach their sporting potential;
5. To provide a range of modern, accessible and high quality sports facilities in the city;
6. To attract high profile sporting events to the city and to celebrate sporting achievement;
7. To grow and promote sport in the city through effective partnerships;
8. For sport to make Coventry a better place to work, live and visit.

3.17 Potential Options for Future Usage of the Foleshill Sports and Leisure Centre/Livingstone Road Site

In January 2012, Cabinet authorised officers to investigate the potential future usage of the Foleshill Sports and Leisure Centre/Livingstone Road site. The Coventry Primary Care Trust (PCT) had long identified Foleshill as a priority location for developing health facilities and had identified the Livingstone Road site as a preferred option. Since Cabinet in January 2012, officers have been in discussions with both the PCT and their Local Improvement Finance Trust (LIFT) Company – Coventry Care Partnership.

- 3.18 From April 2013, however, the PCT will no longer exist and the NHS Commissioning Board Local Area Team, in partnership with the Clinical Commissioning Group (CCG) and the Health and Wellbeing Board, will then be jointly responsible for agreeing the strategic health needs for the defined geographical areas and requirements for any new developments and funding will come from these bodies. As such, any proposed development in Foleshill in the future will need to be assessed by these bodies to establish whether the need has changed, and whether the requirement is still a priority.
- 3.19 As the current statutory body, Coventry PCT have confirmed that they are still expressing an interest in the Livingstone Road site, as the need for Foleshill has always remained a priority for them and they have confirmed that they will pass on this expression to the new successor bodies, to incorporate as part of the clinical and estate strategy. Coventry PCT does, however, acknowledge that they cannot guarantee any commitment by the successor body to this site.
- 3.20 Initial discussions with representatives from community and voluntary sector organisations indicate there is interest in the site delivering some future benefit to the community, should the decision be taken to close FSLC.

4. Timetable for implementing this decision

- 4.1 Subject to approval of the recommendations contained within this report, the necessary legal agreements and contracts for construction would be finalised with a view to construction on the site of Centre AT7 commencing in May 2013, with the Council using the services of CAWAT to act as the Employer's representative of the works to undertake all client side management and monitoring;
- 4.2 Furthermore, the planned decommissioning of FSLC would commence as from May 2013 and continue through to the practical completion date of the works at Centre AT7 (estimated July 2014), thereby enabling the intended (subject to risk management and budget constraints) seamless transition of the public leisure provision;
- 4.3 The marketing/disposal feasibility exercise of the Livingstone Road site would also commence in May 2013, with a view to presenting future options and recommendations to Cabinet, once a preferred development proposal has been reached. It is anticipated that the Council would accept lease surrender for a nil consideration.
- 4.4 Practical completion of the works at Centre AT7 is expected to be reached in July 2014, such that the lease from the Council to Coventry Sports Foundation as the occupational tenant who would manage and maintain the facility under the sub lease from the Council would align with this. The property structure would be granted for a peppercorn rent with a term to 31/3/60. The Council would not be required by CAWAT to pay an ongoing annual service charge. The Council's contribution towards consequential works to the existing services will be deemed to be their capitalised contribution for the term of the lease. The service provision from the building and the maintenance of the building will be secured by lease covenants and the Council shall take enforcement action if there is any non-compliance.
- 4.5 The intended (subject to risk management and budget constraints) closure of FSLC would coincide with the opening of the new facilities at Centre AT7 to enable as far as possible a seamless transition in the public leisure provision;
- 4.6 The Defects Liability Period would commence upon the date of practical completion of works (July 2014) at Centre AT7, as would the 12 year period of Latent Defects.

5. Comments from Director of Finance and Legal Services

5.1 Financial implications

5.1.1 Table 2 below illustrates the forecast capital and revenue costs for all of the options that were explored (see Appendix 5: Public Leisure Facility Development – North East Coventry: Options Appraisal Summary (January 2013)).

5.1.2 The forecast capital costs range from £7.6m for Option A to £12.36m for Option E. The forecast revenue costs over the 44 year life of funding the project range between £18.14m for Option E to an overall saving of £0.88m for Option F.

Table 2: Summary of Capital and Revenue Implications of each option

	Option A £'m	Option B £'m	Option C £'m	Option D £'m	Option E £'m	Option F £'m
Capital Cost	7.6	7.8	11.96	8.5	12.36	8.1
Net Overall Revenue Cost/ (Saving) over 44 Years	7.23	6.91	-	7.30	18.14	(0.88)

*Source: Public Leisure Facility Development – North East Coventry: Options Appraisal Summary (January 2013)

5.1.3 Due to the size constraints of the existing site at Livingstone Road, the Option C proposal did not prove to be feasible and therefore the revenue implications have not been modelled.

5.1.4 The assumptions that have been made within the context of the financial modelling in relation to revenue cost include:

- (i) *Capital Financing Costs* have been based upon Prudential borrowing at 4.8% for all options, spread over a term of 44 years (based on 40 year asset life, and 4 year project development);
- (ii) *Overall Operating Costs* – all income and expenditure (e.g. staffing, premises, operational and commercial);
- (iii) *Option F Design Fees* of £0.5m represent the fees incurred to date to undertake the design work for the re-provisioning of facilities at Centre AT7. These have been included as a design fee cost for options A – E, as these will need to be incurred if these options are chosen, whereas for Option F these costs have already been capitalised within the overall capital financing cost figure;
- (iv) *Impact Costs* for options A to E represent the perceived additional subsidy that may be required at Centre AT7 (which is currently in receipt of grant aid from Coventry City Council) as a result of increased service provision within options A – E and the resulting negative impact that each of these respective developments would have on the Centre AT7 operation;
- (v) *Financial Resource Available* for options A – E include the current annual funding (£0.203m) for the FSLC plus the repatriated resources (£0.15m) from the CST grant aid subsequent to their withdrawal from the provision of sports services from the Arena Health and Fitness Club (Ricoch Arena) and Foxford Secondary School. Option F includes these resources plus the annual £0.111m grant paid to CSF.

- 5.1.5 The forecast overall capital cost of £8.1m (which includes the £0.65m for project design and related costs) for Option F is consistent with the proposed capital costs included in the 'Public Leisure Services and Facility Re-provisioning Cabinet Report' dated 3rd January 2012. The proposed additional capital cost of £7.45m will be funded through Prudential Borrowing, which is repaid by recycling repatriated savings through the closure of existing sports facilities such as Foxford School and the Arena Health and Fitness Club (Ricoch Arena) and the associated and proposed closure of FSLC. In the early years this will create a cashflow shortfall but over the life of the project will provide an overall saving (see 5.1.6 for how cashflow support will be managed).
- 5.1.6 The cash-flow shortfall in the early years of the funding programme (where the revenue commitments would exceed the Financial Resources Available) would be 'smoothed' by the provisions already made within the City Council's Medium Term Financial Strategy (MTFS), with such funding being 'recovered' in the latter years where the Financial Resources Available would exceed the project funding requirements.
- 5.1.7 Whilst the capital costs for Option A and Option B are slightly lower than for the recommended Option F at £7.6m and £7.8m respectively, there is a significantly higher outturn revenue cost over the 44 year funding profile for each of these options being £7.23m and £6.91m respectively compared to the £0.88m revenue *saving* for Option F.
- 5.1.8 The capital costs for both of Options D (£8.5m) and E (£12.36m) are both in excess of the £8.1m capital cost for the recommended Option F, whilst the outturn revenue costs over the 44 year funding profile for each of these options (£7.3m for Option D and £18.14m for Option E) are also in excess of the £0.88m revenue *saving* for Option F.
- 5.1.9 Option E has the highest revenue cost of £18.14m over the 44 year life of funding the project, whilst Option F is the only option that produces an overall *saving* of £0.88m to Coventry City Council over equivalent period.

5.2 Legal implications

- 5.2.1 Coventry and Warwickshire Award Trust (CAWAT) currently own the freehold title to the site upon which Centre AT7 is situated. CAWAT have granted an Underlease of the site to Coventry Sports Foundation (CSF); the lease is due to expire on 31st March 2060. If approved, the Council will seek to accept a lease from CAWAT that is co terminous with the CSF lease. As part of the property transaction with the Council CSF will surrender part of the current lease to CAWAT so it can be included in the lease to the Council, the objective being that the whole of the wet facility will be leased to the Council with cross rights and shared infrastructure across the remaining part of Centre AT7.
- 5.2.2 In order to undertake development of the swimming pool extension to Centre AT7, the proposed legal structure would be through a property based transaction whereby CAWAT would and the Council would enter into the lease of the wet-side facility for a term of 47 years expiring on the 31/3/2060. The Council will also enter into an option agreement with a put and call option with CSF to take a sub-lease of the wet facility to operate the facility under the sub lease in accordance with the terms of the sub lease and its charitable and community based objectives for the delivery of community sport and leisure activity.
- 5.2.3 The property structure would be granted for a peppercorn rent, the Council would not be required by CAWAT to pay an ongoing annual service charge. The Council's contribution

towards consequential works to the existing services will be deemed to be their capitalised contribution for the term of the lease.

- 5.2.4 This structure would ensure that the Council's investment in constructing the wet facility was protected by taking a lease of the asset, whilst also being suitably placed to secure the nature of future provision (i.e. community based sports and recreation and on-going strategic objectives for sport in the city) through definition within the sub-lease covenants.
- 5.2.5 The proposed term of both leases (i.e. the Lease from CAWAT to the Council and the sub lease from the Council to CSF) are at a term which is slightly longer than the period of the Council financing model for the investment and represents the realistic economic life of the asset.
- 5.2.6 This term of the leases provides an opportunity for the owner and its tenants to consider as part of any lease renewal terms the future use and nature of service provision from the property but based on the existing use of the property as CAWAT as the freehold owner of the property will continue to be bound by its charitable objectives for the provision of community based sport and leisure provision.
- 5.2.7 The Council's powers for undertaking the development and provide grant funding and the property leases are contained in Section 19 of the Local Government (Miscellaneous Provisions) Act 1976
- 5.2.8 The use of Willmott Dixon under the Scape framework does comply with the Public Works Contract Regulations 2006 so a new OJEU notice will not be required for the construction. The use of CAWAT as the employer's representative continues the services under the grant agreement for delivery of the new facility and this service will be covered as a landlord obligation under the lease to be entered into between the Council and CAWAT.

6. Other implications

Any other specific implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The recommended proposals contribute to the Council's core aims as follows:

- Citizens living longer, healthier, independent lives. Through encouraging and supporting engagement in regular sport and/or active recreation, public leisure provision contributes to the physical and mental health and wellbeing of the residents of Coventry. Public leisure facilities and their operation have a key role to play in supporting the Council deliver its new public health objectives from April 2013, directly supporting action to address priorities within the Joint Strategic Needs Assessment for the city.
- Making Coventry an attractive and enjoyable place to be. Key Vision Statement 5 of the Emerging Vision for Sport in Coventry references the need "to provide a range of modern, accessible and high quality sports facilities in the City". Through the Coventry Sport and Leisure Survey 2012, residents of the city and users of public leisure facilities identified the need for affordable, friendly, enjoyable activities within a clean safe environment. Within the same survey, 62% of respondents who had stopped using

FSLC said they did so because of environmental / facilities maintenance issues at this ageing centre.

- Ensuring that children and young people are safe, achieve and make a positive contribution. The provision of high-quality leisure facilities and structured programmes of community outreach, sports development and centre-based activities provide a wealth of opportunities to celebrate the achievement of young people.
- Encouraging a creative, active and vibrant city. Through the provision of enhanced, sustainable and high quality aquatic and community facilities in the north east of the city and through the ongoing provision of structured sports and active recreation opportunities, it is anticipated the recommended option will make a substantial contribution to encouraging Coventry to be an active and vibrant city.
- Developing a more equal city with cohesive communities and neighbourhoods. Sporting and cultural experiences/events are widely recognised to positively bring communities together and to contribute to developing and defining a sense of place. Whilst FSLC is an ageing leisure centre that is no longer considered fit for purpose, the recommendations facilitate the consolidation of leisure services and reinvestment in a high-quality, sustainable and enhanced public leisure facility at Centre AT7 for the benefit of communities through to a projected date of 2060.
- Improving the environment and tackling climate change. A modern public leisure facility offers greater energy efficiency and environmental benefits to that of an ageing facility. These benefits are outlined in Section 6.5 below.
- Financial Efficiency The development of the proposed facilities at Centre AT7 is predicated on a financially efficient model concerning the use of repatriated savings from the closure and withdrawal of public leisure service provision from FSLC, the AHFC and Foxford School and Community Arts College. This enables the existing resource to be moved from an inefficient model of subsidy to one of investment in quality, sustainable facilities, and a project revenue surplus to the Council over the duration of the funding model.

6.2 How is risk being managed?

6.2.1 A detailed Risk Register has been produced and maintained, which is reviewed regularly and managed by individuals throughout the process.

6.2.2 The most significant risks along with the associated control measures have been identified to be:

- a) a significant risk of failure to major plant and/or equipment resulting in the potential closure of FSLC prior to the proposed extension at Centre AT7 being ready to operate. The control measure is to identify a realistic budget for remedial works, although any sizeable failure would need to be considered as to the relative merits of undertaking remedial work if it is decided to approve the recommendations within this report;
- b) the risk of the project costing more than has been approved within the £8.1m that is being requested from Council. The control measures are that the project has already been designed to a detailed Stage E design with the principal work packages having already been tendered to provide a high level of cost certainty; the tendered and contract sums contain an appropriate level of design and building contingency;
- c) the Council may not have the specific aquatic expertise or experience internally to project manage the client side of the wet-side leisure centre construction contract with Willmott Dixon. The control measure is through the proposed project

management structure, which would require Coventry and Warwickshire Award Trust (CAWAT) to continue to provide the client side project management services as the Employer's Representative along with the Professional Adviser to the Employer's Representative (Drivers Jonas Deloitte);

- d) the risk of Contractor insolvency throughout the course of the contract. CCC has undertaken a financial appraisal of Willmott Dixon and they have also been secured within the Scape framework, which is a national framework specifically designed for the delivery of local authority projects;
- e) the risk of installation failure of key elements of the project construction (i.e. swimming pool / plant defects), where the control measure would be through the project management undertaken by the Employer's Representative, the Professional Adviser to the Employer's Representative; the 12 month defects period; Contractor warranties and collateral warranties; and (as a contract signed under deed) a 12 year latent defects period;
- f) the risk of CAWAT (as the organisation with the freehold title and with whom the Council would enter into a 47 year Head Lease arrangement) becoming insolvent in the future. The Council will have the benefit of a lease so the only change that may take place would be a new landlord in place of CAWAT.
- g) the risk that the service provision from the building and the maintenance of the building might not be fulfilling the objectives of service and maintenance required by the Council. The Council as landlord will ensure compliance with the lease covenants and shall take enforcement action if there is any non-compliance.

6.3 What is the impact on the organisation?

- 6.3.1 The report recommendations would deliver new, accessible and sustainable sports facilities in Council ownership, whilst delivering a cost-neutral revenue position for the Council through the reinvestment of repatriated savings from the closure and withdrawal of public leisure service provision from other sports facilities. The recommendations would further deliver a vacant site (asset) for alternative use, with potential interest expressed from health and community partners. With the Council assuming lead responsibility for public health improvement from April 2013, it is further anticipated that, through the provision of new, high quality leisure facilities, the recommendations would deliver increased levels of public participation in sport and active recreation and could make a significant contribution to positive health outcomes within the north east of the city. Initial modelling work suggests that the provision of new aquatic and community facilities at Centre AT7 would result in an increase of 250,000 visits to the centre per annum.
- 6.3.2 There are no HR implications for the organisation as these proposals will not affect City Council employees.

6.4 Equalities / EIA

- 6.4.1 Following consultation and analysis of demographic, health, sport and leisure data for the city and particularly the neighbourhoods in the north east, an Equality and Consultation Analysis was produced (see Appendix 6).
- 6.4.2 Demographic, health, sport and leisure data and public survey responses highlighted the following considerations concerning protected groups under equalities legislation:

Disability

- a) 7.6% of the total population of Foleshill are claimants of Disability Living Allowance compared to 5.7% of the Coventry population (2009).

Race

- a) There are a high proportion of BME groups in Foleshill. 48.3% of the Foleshill population are Asian or British Asian compared to 11.3% of the city as a whole (2001).

Religion/Belief

- a) Almost a third of FLSC users (31%) who responded to the public consultation had a Muslim or Sikh faith.

Disadvantage/poverty

- a) Foleshill is the most deprived ward in Coventry (Index of Multiple Deprivation, 2007).
- b) Only 10.5% of households in Foleshill have two or more cars compared to the city average of 22.7% (2001).
- c) 25.1% of the working age population in Foleshill claim out of work benefits (city average = 16.1%) (2009) and 37.5% of children in Foleshill are dependent on out of work benefits (city average = 25.6%) (2007)
- d) Average annual household income in Foleshill in 2009 was £23,350 in comparison to a citywide average of £31,965 (England £35,408)
- e) Analysis of levels of adult obesity, health referrals and physical activity highlight hot spots in the north east of the city where obesity and health referrals are high and sport participation rates are low.
- f) Residents in the north east are also more likely to be referred to health programmes. 47% of all Active for Health referrals and 48% of all GP referrals are residents of the north east.

Facilities

- a) Current provision of sports and leisure facilities in the north east relies heavily on Centre AT7, Moat House Leisure and Neighbourhood Centre and Foleshill Sports and Leisure Centre, with all attracting at least 48% of their membership from within a mile of the centres. As these centres generally serve the local communities from where they are located, they have a high proportion of users who are from low income or social housing households.
- b) As an ageing facility, Foleshill Sports and Leisure Centre has experienced a significant decline in participation over the past 17 years – from 223,000 visits in 1995 to 91,002 visits in 2011/12.
- c) Through a broadening and modernisation of its facility base, Centre AT7 has seen a 128% increase in participation in the same period, rising from 130,000 visits in 1995 to 296,050 visits in 2011/12.
- d) Of Coventry Sport and Leisure Centre respondents, 58% of those attending FSLC were from a BME group. 28% of respondents attending Centre AT7 were also from a BME group (the second highest proportion across the city's leisure centres).

6.4.3 In addition, survey responses drawn from users of FSLC also highlighted:

- a) Satisfaction with FSLC was mixed;
- b) The temperature and quality of swimming pools is important to users;
- c) The availability of women-only and men-only activities is of high importance for current users of FSLC;
- d) Being with friends and family/community had a higher emphasis from users of FSLC than other centres across the city;
- e) FSLC users are more likely to walk to a sports and leisure centre, when compared to members of other CST and CSF facilities in the city;
- f) Just under half of FSLC users (47%) rely solely on this facility for their sports and leisure centre needs.
- g) When asked to comment on sports and leisure centre provision in Coventry, 121 FSLC users made a comment, of which 70 comments were about keeping FSLC open or being

satisfied with current provision and 51 comments suggested making improvements to provision.

6.4.4 The Equality and Consultation Analysis has indicated the following potential equalities impacts with regard to the protected groups under equalities legislation:

Disability

There is a high proportion of disabled people living within the Foleshill area. It is anticipated that disabled people will be positively impacted from the facility re-provisioning proposals at Centre AT7. The proposed new, modern fit-for-purpose facilities will be more accessible and have better parking provision than those currently at FSLC. The designs of the proposed developments at Centre AT7 also make provision for two Changing Places facilities.

Religion and Belief

Concerns raised in relation to religion or belief in the design consultation have been mitigated through a complete redesign of the proposed changing facilities at Centre AT7 and the recognition of the importance of programming women-only and men-only activities into future facility programmes. Additional staff training will be provided at Centre AT7 to raise awareness of specific cultural and religious needs, though it should be noted 28% of survey respondents from Centre AT7 described themselves as from a BME group.

Deprivation/Economic Disadvantage

Issues of deprivation/economic disadvantage, although not a protected characteristic under equalities legislation, were highlighted and have been considered through the Equality and Consultation Analysis process. Whilst not required by equalities legislation, mitigating measures have nevertheless been proposed to moderate the impact of such disadvantage. These measures include the provision of outreach and sports development activities in local community venues; consistency in pricing structures with other public leisure facilities in the city, continuation and potential growth of the current GP referral scheme and; specific transport provision to Centre AT7 for key group sessions (provided by CSF). Whilst analysis indicates half of current FSLC users would find it easy to transfer to another facility (with 53% of FSLC users driving to the centre, over half of current users using other centres and a similar proportion of members/users living within a mile of Centre AT7), discussions have also taken place with bus operators around the provision of public transport services to Centre AT7. The inclusion of a cycle route from Foleshill to Centre AT7 is also proposed as part of the Local Sustainable Transport Fund provision.

6.5 Implications for (or impact on) the environment

6.5.1 *During Construction*

Construction would be undertaken in accordance with Secured By Design principles. Modern construction materials would be utilised and would present a significantly lesser impact on the environment than materials that were historically used. Site Waste Management techniques would be utilised and off-site manufacture would be prioritised wherever possible, thereby reducing reliance on water, minerals and other natural resources. Local contractors would be prioritised where appropriate and local specialised sub-contractors, suppliers and labour sources would also be utilised, wherever possible. If approved, the demolition and disposal of building materials from the existing Foleshill Sports and Leisure Centre would require an approved risk management and methodology strategy.

6.5.2 In Use

The recommended proposal would consolidate indoor wet-side and dry-side provision into one modern, efficient leisure site, rather than maintaining two separate sites less than one mile apart. It is further anticipated that the operation of such facilities would deliver significant efficiencies in water and energy consumption compared to an ageing site, and would deliver an overall reduction in the carbon footprint. Energy saving controls would be incorporated into scheme to reduce the on-going impact on natural resources. The improved mechanical and electrical installation will provide improved energy use through more efficient plant and better controls, such as passive-infra red sensors and time-limited functions. Safe and secure management principles would be adopted by the operator to ensure the safety and perceived safety of its users and those living around the proposed development. The operator would further be expected to deliver carefully selected activity programmes that are reflective of the needs of local users and the neighbourhoods they represent. The operator would be expected to carefully review the needs of past, present and future users and select provision based upon demand. Provision would be reviewed regularly to reflect changes in requirements and ensure efficiencies in centre operations.

6.6 Implications for partner organisations

- 6.6.1 As outlined in Section 5.2 above, the recommended proposal would require changes to land and tenure arrangements for both CAWAT and CSF. CST would surrender its lease over the Livingstone Road site.
- 6.6.2 Both CST and CSF are grant-funded partners of the Council. Under the above proposals, wider public leisure provision in the city would continue through both organisations, with CST and CSF continuing to explore ways of delivering a more coherent and consistent leisure offer for the people of Coventry and to continue to propose service and organisational structures to drive greater efficiency, cost savings and opportunities for further reinvestment in public leisure facilities in the city. The existing Grant Agreement with CST would be adjusted to redress the balance of the efficiency savings being realised and levels of grant to CSF will be reviewed in the light of operating a consolidated wet-side and dry-side facility at Centre AT7.
- 6.6.3 CSF will continue to charge CST a management fee in respect of its professional services, with the expectation that such fees would be made affordable through savings in management costs and associated overheads.
- 6.6.4 Any changes to staffing structures across CST and CSF resulting as a consequence of the recommended option would be subject to change proposals presented by each organisation and would be managed independently by CST and CSF as the employer(s) of all potentially affected staff. These changes will be monitored for the purposes of ascertaining equalities impact.
- 6.6.5 Sports development and outreach work would be required to ensure community groups (including community sports clubs) currently utilising FSLC could be supported to transfer activities to Centre AT7 or preferred alternative venues.

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

David Nuttall – Service Manager Sports and Arts

Directorate:

City Services and Development Directorate

Tel and email contact:

Tel: 024 7683 2362

Email: david.nuttall@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
David Cockroft	Assistant Director, City Centre and Development Services	City Services and Development	25.01.13	28.01.13
Roland Harrison	Sports Development Manager, City Centre and Development Services	City Services and Development	25.01.13	01.02.13
Steve Wiles	Development Manager – Facilities and Contracts, City Centre and Development Services	City Services and Development	25.01.13	01.02.13
Phil Helm	Finance Manager	Finance & Legal	25.01.13	01.02.13
Jane Murphy	Strategic Finance Manager, Special Projects Finance	Finance & Legal	25.01.13	28.01.13
Steve Thomas	Senior Accountant, Special Projects Finance	Finance & Legal	25.01.13	28.01.13
Steve Barker	Project Manager Community Regeneration	City Services and Development	25.01.13	28.01.13
Faye Cockayne	Major Projects Community Engagement Officer Community Regeneration City Services & Development	City Services and Development	25.01.13	01.02.13

Jenni Venn	Assistant Director, Policy Partnership and Performance	Chief Executive's	25.01.13	01.02.13
Richard Evans	Corporate Research Officer, Corporate Research	Chief Executive's	25.01.13	01.02.13
Clarissa Evans	Commercial Team Manager	Finance & Legal	25.01.13	28.01.13
Nigel Clews	Assistant Director, Property Asset Management	City Services and Development	25.01.13	01.02.13
Jo Mascarenhas	Strategic Asset Manager	City Services and Development	25.01.13	31.01.13
Nigel Smith	Senior Planning Officer, Development Management	City Services and Development	25.01.13	01.02.13
Lara Knight	Governance Services Officer, Governance Services	Customer and Workforce Services	25.01.13	04.02.13
Names of approvers for submission: (officers and members)				
Finance: Phil Helm	Finance Manager	Finance & Legal	25.01.13	01.02.13
Director: Martin Yardley	Director of City Services and Development Directorate	City Services and Development	04.02.13	06.02.13
Members: Cllr Townshend	Cabinet Member (Community Safety and Equalities)		04.02.13	08.02.13

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

An Emerging Vision for Sport in Coventry

2013-2023



<p>Paralympic Games</p>	<i>To inspire more people within the city to take up and regularly take part in sport</i>	<p>Aspirant Coaching Academies</p>	<i>To provide a wide range of high quality and exciting sporting opportunities and experiences</i>
<p>Coventry International Community Awards 2012</p>	<i>To inspire more people to volunteer, coach and be supporters of sport</i>	<p>Aspirant South, Coventry Youth ODP's 2012/2013 Development Programme (weekend 26-27)</p>	<i>To identify and support talented athletes to reach their sporting potential</i>
<p>West Midlands Centre South West of Coventry</p>	<i>To provide a range of modern, accessible and high quality sports facilities in the city</i>	<p>UK Football Awards, The John Player Centre</p>	<i>To attract high profile sporting events to the city and to celebrate sporting achievement</i>
<p>Local Co-ops partnerships with Coventry</p>	<i>To grow and promote sport in the City through effective partnerships</i>	<p>Coventry a city of sport</p>	<i>For sport to make Coventry a better place to live, work and visit</i>

“Pride is at the heart of a successful sporting city...”

David Moorcroft OBE

An Emerging Vision for Sport in Coventry

2013-2023



"We will all know it when Coventry looks and feels like a successful sporting city..."

Let's use the excitement of 2012 to build something that gives us enduring pride in Coventry. Successful sport in our city will start in the playground with active, healthy children and move through all levels and ages to include talented individuals and teams, identified and nurtured locally, achieving success at the highest national and international levels.

Coventry as a successful sports city will have many thousands of people whose lives are being enhanced by their involvement in sport and physical activity. We will have schools that value this, thereby allowing young people to discover and develop their talent and interest. Our clubs will be inclusive, welcoming and ambitious, sitting at the heart of their communities and being led by a team of volunteers who feel valued and truly proud of their contribution and the results of their efforts.

Coventry will be an active city at all ages and in all communities, and the place of sport and physical activity will be embedded in all aspects of city life, playing a central role in making Coventry a wonderful place to live, work and visit."



Appendix 2 – Proposed Facility Development Plans – Centre AT7 (Stage D)

Centre AT7, Aquatics Extension, Coventry for Willmott Dixon Construction Ltd

P3445 - 021

Elevations Proposed - Presentation

26/07/12



North Elevation



East Elevation

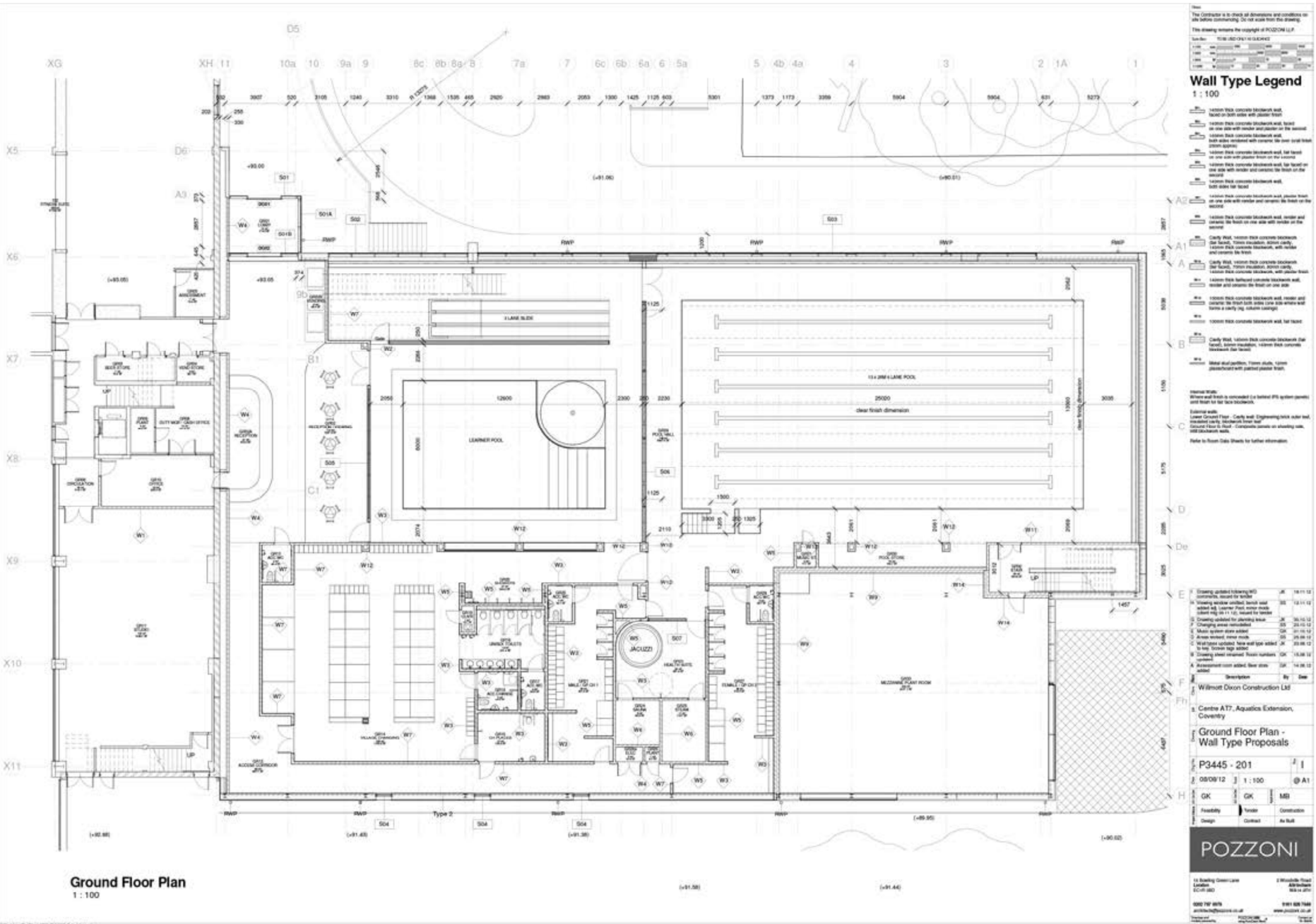


South Elevation

Scale @ A1

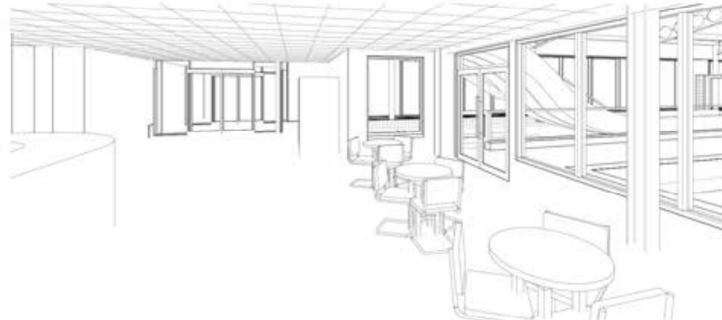
www.pozzoni.co.uk

POZZONI

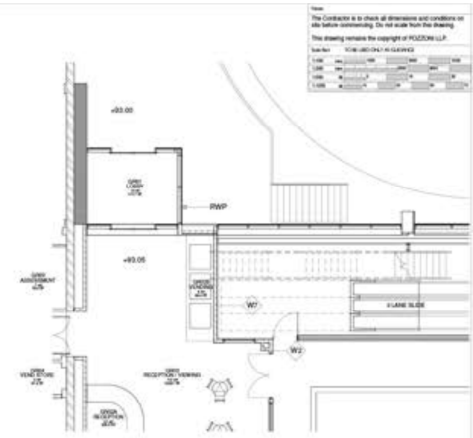




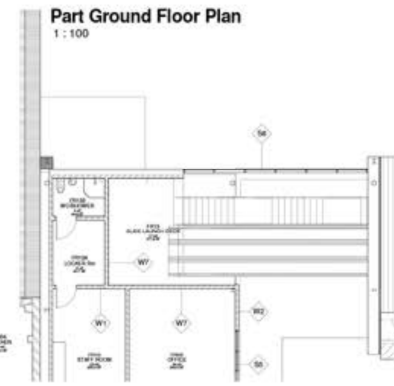
View of slides from pool



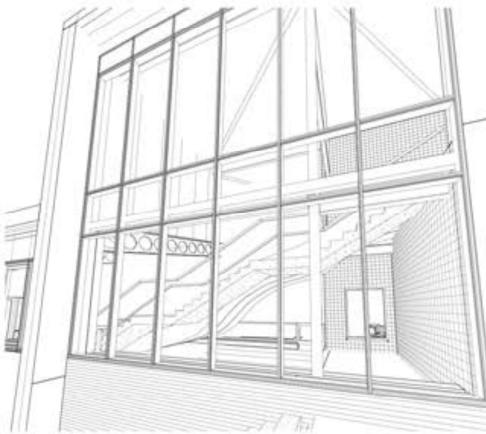
View from reception



Part Ground Floor Plan
1 : 100



Part First Floor Plan
1 : 100



View from outside



View from approach

Note
The Contractor is to check all dimensions and conditions on site before commencing. Do not scale from this drawing.
This drawing remains the copyright of POZZONI LLP.
Scale: 1:100
Date: 12/11/2014
Author: [Name]
Check: [Name]

PRELIMINARY

Description			Rev	Date
Coventry & Warwickshire Area2 Trust				
Centre AT7, Aquatics Extension, Coventry				
Vending Area / Slide Deck Option				
P3445 - SK100			A	
52/11/12			1 : 100	@ A1
CHK	GD	BM		
Prepared	Drawn	Construction		
Design	Contract	As Built		
POZZONI				
10 Bampton Court Lane London EC1R 4SG		2 Warwick Road Edgbaston B15 2PT		
0203 701 6076 info@pozzoni.co.uk www.pozzoni.co.uk		0181 426 7348 www.pozzoni.co.uk		

639 - 1

*THE PETITION AGAINST THE COVENTRY CITY COUNCIL TO
CLOSE THE FOLESHILL LEISURE CENTRE .*

*THE PEOPLE WHO HAVE SIGNED THESE PETITION SHEETS OBJECT TO
THE CLOSURE OF THE FOLESHILL LEISURE CENTRE ANDS ITS
PROPOSED MOVE TO THE AT7 CENTRE IN COURTHOUSE GREEN.*

*THE COMMUNITY DISAGREES WITH THE DECISION TO BUILD A NEW
SWIMMING POOL,HEALTH SUITE AT THE AT7 COSTING AN
ESTIMATED 8 MILLION POUNDS WHEN THE LEISURE CENTRE IN
FOLESHILL COULD EASIELY BE OFFERED THE SAME SORT OF FUNDING
TO RE-VAMP WHAT IS ALREADY AN ADEQUATE SWIMMING
POOL,LEISURE CENTRE AND BRING THIS IN TO THE 21ST CENTURY.*

*IT OFFERS EASIER ACCESS FROM MOST SURROUNDINGS AREAS TO
ENJOY ITS FACILITIES AND IS ON DIRECT ROUTE FOR THE RICOH
ARENA WHICH WILL PARTICIPATE IN THE 2012 OLYMPICS.*

*THE COUNCILS DECISION SHOULD BE RE DISCUSSED AND RESOLVED
IN A WAY THAT OFFERS THE PEOPLE FROM FOLESHILL AND ITS
NEIGHBOURING AREAS THE CHANCE TO CONTINUE TO USE WHAT IS
PART OF A LOT OF PEOPLES UPBRINGING AND HERITAGE, AND THEY
SHOULD LISTEN TO THE IDEAS OF THE PUBLIC AND STAFF TO BRING
THE MUCH LOVED LEISURE CENTRE FORWARD TO THE 21ST
CENTURY.*

*THE PROTESTS WILL CONTINUE AND PETITIONS WILL STILL BE
SIGNED AND PRODUCED IN DISAGREEMENT TO THE DECISION OR
UNTIL IT IS CHANGED.*

639-2

**FOLESHILL LEISURE CENTRE
LIVINGSTONE ROAD.**

**THIS PETITION IS AGAINST THE
CLOSURE OF THE FOLESHILL LEISURE
CENTRE ,LIVINGSTONE
ROAD,COVENTRY.THE PETITION
SHEETS HAVE BE SIGNED BY PEOPLE
FROM THE AREAS OF COVENTRY IN
SUPPORT AGAINST THE COUNCILS
DECISION TO CLOSE THE LEISURE
CENTRE WHICH IS IN THE HEART OF
FOLESHILL AND MOVE IT TO THE AT7
CENTRE COURTHOUSE GREEN.THE
COMMUNITY HAVE SHOWED FULL
SUPPORT IN THE SIGNING OF THE
PETITION SHEETS AND WILL
CONTINUE TO PROTEST AGAINST THE
COUNCILS DECISION TO CLOSE THE
FOLESHILL LEISURE CENTRE AND
MOVE IT OUT OF FOLESHILL .**



A Report on Providing a New
Public Leisure Centre in the North
East of Coventry
Coventry City Council

Contents

1	Limitations of our work	1
2	Executive Summary	2
3	Introduction	5
4	North East Leisure Provision	7
5	Recommendations	24

Appendix A: Scoping Document for Commission

Appendix B: Capital Cost Summary

1 Limitations of our work

This report has been prepared on the basis of our appointment with Coventry City Council, dated 28 May 2012. Our appointment confirms the work to be carried out as follows:

To produce a report, covering the considerations set out in the scoping document, a copy of which is included at Appendix A.

Note, additional options were subsequently added to the brief at a meeting with Coventry City Council on 3 August 2012. This instruction revised the brief of works to look at the following options:

- 1. Option A – Refurbish the existing Foleshill Sports and Leisure Centre;*
- 2. Option B – Build a new centre on the existing Foleshill site providing the same water, health and fitness spaces as currently exist but, provide changing and ancillary accommodation to modern standards;*
- 3. Option C – Build a new centre as per the facilities mix outlined in the brief, on the existing Foleshill site;*
- 4. Option D – Build a new centre on a new site in the Foleshill ward, providing the same water, health and fitness spaces as currently exist in the Foleshill Sports and Leisure Centre but, provide changing and ancillary accommodation to modern standards;*
- 5. Option E – Build a new centre as per the facilities mix outlined in the brief, on a new site in the Foleshill ward; and*
- 6. Option F – Consolidation of the North East leisure provision onto the existing Centre AT7 site.*

Caveats

Please note the following caveats apply to this report:

- The advice contained in this report only relates to capital works.
- This report focuses on the delivery of new capital projects and does not therefore consider any operational or financial implications associated with the closure and decommissioning of existing facilities.
- The following information was issued to us by the City Council to assist with this report:
 - Asbestos surveys / registers for Foleshill Sports and Leisure Centre (FSLC);
 - Initial site appraisals within Foleshill Ward and the North East for a new leisure centre; and
 - Existing site plan for Foleshill Sports and Leisure Centre.
- Potential development sites and their respective values have all been provided for inclusion in the report by Coventry City Council.
- Coventry City Council provided us with the proposed facility mix for each site option. We have not verified that the proposed facilities meet the latent demand of the demographics in each of the areas.

2 Executive Summary

2.1 This report looks at developing improved leisure provision in the North East of Coventry.

North East Leisure Provision

2.2 Six options were considered for developing leisure in the North East of the City. These were as follows:

- Option A – Refurbishment of the existing Foleshill Sports and Leisure Centre (FSLC);
- Option B – Building a new centre to modern standards on the existing site, with the equivalent water, health and fitness spaces as currently provided;
- Option C – Building a new centre on the existing site with facilities as per the client brief;
- Option D – Building a new centre to modern standards on a newly identified site in the Foleshill Ward, with the equivalent water space and health and fitness facilities as currently on offer at the existing FSLC;
- Option E – Building a new facility on a newly identified site in the Foleshill Ward with facilities as per the client brief; and
- Option F – Consolidation of the North East leisure provision onto the existing Centre AT7 site.

2.3 The North East of the City is considered in need of good quality water space to meet demand. A temporary pool was located at Centre AT7 in 2010 and this indicated, through high usage, that there is a demand for improved water provision in the North East of the City.

2.4 Given the current operational challenges associated with FSLC, it is considered a priority that the City Council re-provides quality water space in the North East of the City. It is understood that the Council will then be considering the wider facility needs of the City through the development of a city-wide Sports Strategy.

2.5 The City Council wish to be proactive in their approach to leisure provision in the City and want to avoid closing centres before new provision has been constructed, whilst ensuring efficient operating models across the Council's leisure portfolio. Therefore, the most appropriate solution for the Council to proceed with is deemed to be the option that provides continuity of use for leisure in the North East of Coventry, provides new and improved water space, has the shortest programme of delivery (due to the poor state of the existing FSLC) and costs the least in capital terms.

2.6 On that basis the following table summarises these four key areas:

Option	Time Period that leisure facilities are out of use	Do the proposed facilities provide new and improved water space in the NE and an efficient centre to run?	Timescales for delivery as from Cabinet decision	Capital Cost of Works
A – Refurbish existing centre	13 months	Yes and no. The water space would meet requirements but, the pools would be developed in the forms of the existing tanks. Operationally the building would still be expensive to run due to its layout and the lack of car parking would impact on revenue.	25 Months	£7.6m
B – Build a new centre on the FSLC site to match existing facilities but to modern standards	15 months	Yes and no. The pools would meet the Council requirements. The lack of car parking would impact on revenue.	27 Months	£7.8m
C – Build a new centre on the existing FSLC site to meet Council brief	Not feasible	Not feasible	Not feasible	NA
D – Provide a new leisure centre that replicates the FSLC facilities but, to modern standards	0 months	Yes	35 Months	£8.5m
E – Build a new centre on a new site to meet Council requirements	0 months	Yes	37 Months	£12.36m
F – Build a new centre on the Centre AT7 site	0 months	Yes	16 months	£8.1m

2.7 Option F is recommended. The capital cost of the works is higher than two of the other options but, the advantages of this scheme are it can be delivered quickly for a modest capital cost and the new centre would provide new and improved water space in the area in line with the City's priority leisure investment requirement (see paragraph 2.4 above). There would also be continuity of water space, which is vital to the North East of the City.

- 2.8 It is noted that the addition of a 25m x 6 lane swimming pool and learner / leisure water onto Centre AT7 does not replace the existing Foleshill Sport and Leisure Centre facilities like for like. However, the resulting wet and dry facility at Centre AT7 (through consolidating with the existing provision on site) will meet the City Council's requirements for delivering new and improved water space in this area of the City.

3 Introduction

- 3.1 Coventry City Council appointed Drivers Jonas Deloitte to undertake options appraisals in relation to Foleshill Sports and Leisure Centre (FSLC).
- 3.2 The study required us to look at four options (extended to six options) for refurbishment / development of a leisure centre in the North East of the City.
- 3.3 We have worked closely with Coventry City Council to produce this report. Coventry City Council provided us with details on the potential sites available in the North East. They also provided details on the values for these sites. We have reviewed this information and included it within our report to help inform our recommendations.
- 3.4 We used our knowledge of leisure centres to draw up area schedules based on the proposed facility mixes. These were then priced to reflect current market rates for the construction of leisure centres.
- 3.5 Finally, we programmed the works to demonstrate to the Council the expected timescales for developing each option. This should in turn inform the Council's City-wide leisure development strategy.

Aim

- 3.6 FSLC is currently the only centre in the North East that provides water space for public swimming. Unfortunately the centre is now very dilapidated and requires refurbishment / replacement. The City Council's aim is to therefore provide new and improved water space to serve the North East of the City.
- 3.7 The aim of this report is to provide Coventry City Council with a recommendation on which site in the North East would provide the most suitable development opportunity for investment in water space provision.

Cost Commentary

- 3.8 The budget costs in this report have been prepared by Appleyard & Trew LLP based on experience of the leisure industry and benchmarking data obtained from other projects.
- 3.9 The cost category heading identified on the Cost Summary for each of the options should be read in conjunction with the following cost commentary:

Remove/Demolish Existing/Prepare Site

- 3.10 In the allowances for general site preparation for the new buildings proposed in Options B and C, an allowance is included for demolition of the existing FSLC in preparation for building a new centre on the site. Similarly, demolition costs for existing buildings on the sites that are no longer operational and not required for Option A are also included.
- 3.11 It is expected that any demolition costs incurred in Options D, E and F would be offset by land receipts.

Building Costs

- 3.12 The Building Costs for each of the new Leisure Centres (Options B – F) have been calculated in accordance with the design brief and area schedules prepared by Drivers Jonas Deloitte for each Option. Appleyard & Trew have then benchmarked the cost for each new centre utilising a baseline cost/m² rate in line with cost data records from similar sized Local Authority Leisure Centres that Appleyard & Trew/Drivers Jonas Deloitte

have delivered/tendered within the last 4/5 years (rates typically £2,400/m² for wet areas and £1,400/m² - £1,800m² for dry areas). These rates have been adjusted for current market conditions.

- 3.13 The base line cost/m² rate referred to above has then been adjusted to take account of project specific design requirements (e.g. function rooms, health suite) or project specific abnormalities e.g. site location. This then generates an individual building cost for each Option.2
- 3.14 For Option A, the refurbishment of the existing Foleshill Sport and Leisure Centre, costs have also been calculated using proven cost data that Appleyard & Trew possess for refurbishing public sector leisure centres. Further abnormal allowances are included for repairs to the façades, roof and structural alterations, together with a significant allowance for M&E Infrastructure works which we believe to be prudent at this stage. It should also be noted an enhanced allowance is included for the disabled lift to the pool due to the potential structural difficulties with incorporating this in the existing building.

External Works/Drainage/Incoming Services

- 3.15 An allowance is included for general external works/drainage/incoming services for each Option. Costs are calculated based on A&T's experience of Public Sector Leisure Centres. It should be noted the allowances for Option A, B and C include for enhancing parking facilities in the areas cleared on site.

Inflation

- 3.16 No allowance is currently shown for inflation due to the current uncertainty of when each of the projects will be carried out. Costs have been calculated based upon current market conditions.

Professional Fees

- 3.17 A general allowance of 12% has been included for Professional Fees and other survey fees. This allowance is calculated on the base Construction Costs. In respect of Option A this is enhanced to 15% due to the potential increased survey/design work associated with the existing building.

Client FF&E (loose furniture/equipment)

- 3.18 Allowances have been calculated on a Project Specific basis, which take into account the following:
- The nature and size of the proposed facility, e.g. wet/dry or combined and likely FF&E requirements
 - Experience of Client FF&E costs from recently completed Public Sector Leisure Centres.

Client Contingency/Risk Management

- 3.19 A Client Risk Contingency has been included at 10% for all Options, apart from Option A where an enhanced allowance of 20% is included due to the risks associated with working within an existing building.

VAT

- 3.20 Assumed either not paid or any paid VAT is reclaimable.

4 North East Leisure Provision

Introduction

4.1 The Council outlined six options that they wanted to consider, for developing leisure in the North East of the City. These were as follows:

Option A – Refurbishment of the existing Foleshill Sports and Leisure Centre (FSLC);

Option B – Building a new centre to modern standards on the existing site, with equivalent water, health and fitness spaces as currently provided;

Option C – Building a new FSLC on the existing site with facilities as per the client brief;

Option D – Building a new centre to modern standards on a newly identified site in the Foleshill Ward, with the equivalent water space and health and fitness facilities as currently on offer at the existing FSLC;

Option E – Building a new facility on a newly identified site in the Foleshill Ward with facilities as per the client brief; and

Option F – Consolidation of the North East leisure provision onto the existing Centre AT7 site.

4.2 A plan of the existing site is included below. The FSLC site is outlined in red:

Livingstone Road, Coventry.

Scale at A4 1: 1250



Building Condition / Context

4.3 FSLC, located on Livingstone Road in Coventry, was constructed in the 1930's. Since then the building has undergone numerous refurbishments including, most recently, a £1.1m refurbishment in 2007. These recent

works removed a large amount of asbestos, ensured DDA compliant access to reception areas, updated decorations and replaced a limited amount of pool plant that was at the end of its life.

- 4.4 Leisure buildings typically require complete replacement / extensive refurbishment after 30-35 years of use. FSLC is now more than 80 years old.
- 4.5 Refurbishment works over the years have remodelled the internal floor layouts to suit modern leisure requirements. This has been successful to a point but, the original structure has inevitably restricted these works. This has resulted in the centre not being as user friendly or as operationally efficient as a new leisure centre.
- 4.6 Working within the confines of the original design has also influenced decisions made on the replacement of plant. This has resulted in critical areas of plant being repaired / replaced to extend the building's life. However, the residual lifespan expected of the installations is less than that of an installation in a new centre.
- 4.7 The inefficiencies that stem from the existing layouts and the age of the underlying building, are no doubt adversely affecting operational revenues.
- 4.8 The facilities on offer are also limited. A new centre would encourage a greater number of users to enjoy sport and leisure facilities, and it would increase sports participation in the area.
- 4.9 The centre currently has parking spaces for approximately 20 cars. The car parking area is far too small to service the needs of the centre, and the low capacity is a limiting factor on usage. The car park is also located a long way from the entrance, not meeting current guidance for disabled user and parent and child access.

Option A – Refurbishment of the Existing Foleshill Sports and Leisure Centre

- 4.10 This option looks at refurbishing FSLC to improve the standard of the facilities to meet modern day standards.

Capital Cost of Refurbishment

- 4.11 The current condition of FSLC is poor. The decoration is in a good state of repair but the main pool spaces and plant are in need of holistic refurbishment. The refurbishment costs provided below, take account of the works required to improve the centre to modern day standards of decoration, whilst retaining the existing structure.
- 4.12 Retaining the existing structure of the 1930's design would inevitably restrict the design of the centre and would mean it would remain an inefficient space to operate.
- 4.13 The estimated cost for refurbishing FSLC is **£7.6m** excluding VAT, abnormals and site acquisition costs. A summary of this cost breakdown is included at **Appendix B**. This cost includes for a thorough refurbishment of the building including replacing roof cladding, bringing the building up to modern Part L regulations, replacement of all plant, etc.

Site and Planning Constraints

- 4.14 FSLC would be challenging to refurbish to a modern standard. Working within the limitations of the existing 1930's structure and layout would restrict the future layout of the building. The biggest issue that arises from this is that the two pools located at each end of the building would have to remain in these locations. This would cause on-going inefficiencies with changing accommodation, plant servicing and utility costs.
- 4.15 The issue in undertaking a wholesale refurbishment of the building would be that the centre would have to be closed down for approximately 13 months to allow the works to be completed. Whilst the building could be refurbished in sections to ensure continuity of use we would not recommend this approach on such an

extensive refurbishment project. It should also be noted that planned timescales for the most recent works, completed by the Council in 2007, were significantly extended due to the complexities of the site and levels of asbestos requiring removal.

- 4.16 Closing the centre for such an extended period of time would have a negative effect on sports participation and development in the area. This was evident when FSLC closed in 2007 for refurbishment works, and significant numbers of members left the centre.
- 4.17 The size of the site would not allow any additional car parking to be included on the site, other than where redundant buildings were demolished (providing an additional 40 parking bays). This would be a very limiting factor on the success of the centre in the future. It would also be a limitation in determining a phased refurbishment, due to the space a contractor would need to construct a centre of this scale.
- 4.18 It is not expected that there will be any issues in obtaining planning permission for extensive refurbishment of FSLC.

Proposed Programme for the Works

- 4.19 The project is expected to take **25 months** from inception to completion. The construction period is 13 months and includes 8 weeks for demolition of the existing centre.
- 4.20 Including the fit out period this means that the centre would be out of use to the general public for approximately 13 months.
- 4.21 There is 2 months float built into the programme. This float is included to offset any delays that occur due to the construction works exposing unforeseen issues. When considering wholesale refurbishment of a building, it is prudent to include a significant period of float like this. This risk was demonstrated last time works were undertaken at FSLC in 2007. The original works were expected to take 13 weeks but, due to unforeseen issues that the contractor came across during the works, they ended up taking 13 months.
- 4.22 The programme is based on the Project Management and Design team being procured using the GPS Framework and the Contractor being appointed using OJEU.

Option B – Building a new centre to modern standards on the existing site, with equivalent water, health and fitness space as currently provided.

- 4.23 This option looks at the feasibility of building a new centre on the FSLC site. The building is proposed to consist of the same water, health and fitness space as the existing centre but the changing and ancillary accommodation has been increased to meet modern requirements.

Proposed Facility Mix

- 4.24 The facilities the City Council would locate on the existing FSLC site in the North East of the City to replicate the current facilities but, to a modern standard, are as follows:

38 person fitness suite

50 person exercise studio

Dry change facilities

Swimming pool space, 25m pool plus a learner pool

Wet changing village

Reception, vending , café and servery

Staff room

IT server room

Maintenance room
First aid room
Plant space
Circulation and public toilets
Storage and cleaning cupboards

Capital Cost

4.25 The estimated cost for building a new leisure centre to modern standards on the existing FSLC site is **£7.8m** excluding VAT, abnormals and site acquisition costs. A summary of this cost is included at **Appendix B**.

Site and Planning Constraints

- 4.26 The new building would have to maintain a similar footprint to the existing centre to retain space for car parking on the site. The building would therefore be two storeys in height.
- 4.27 The issue in constructing a new centre on the Foleshill site would be that the existing centre would have to be closed down for approximately 15 months to allow the works to be completed and for the new centre to be fitted out.
- 4.28 Closing the centre for such an extended period of time would have a negative effect on sports participation and development in the area.
- 4.29 The size of the existing site would not allow significant additional car parking to be included on the site. This would be a very limiting factor on the success of the centre in the future.
- 4.30 It is not expected that there would be any issues in obtaining planning permission to build a new centre on the Foleshill site; however, early discussions should be had with the planning officers to discuss the increased mass of the building.

Proposed Programme for the Works

- 4.31 If the project could be fitted on the site we would expect it to take **27 months** to deliver, from inception to completion. The construction period is 15 months. The 15 month period includes 8 weeks for demolition of the existing centre.
- 4.32 The centre would be out of use to the public for approximately 15 months.
- 4.33 The programme is based on the Project Management and Design team being procured using the GPS Framework and the Contractor being appointed using OJEU.

Option C – Building a new centre on the existing site with facilities as per the client brief

- 4.34 This option looks at the feasibility of building a new centre on the existing site at Livingstone Road.
- 4.35 The existing site area for the FSLC site is 4,692m².

Proposed Facility Mix

- 4.36 The facilities the City Council would like to locate on the existing FSLC site in the North East of the City are as follows:
- Four court sports hall
Sports hall store
70 station fitness suite

Exercise studio for 60 users
Dry change facilities
Reception / vending / café and servery
Staff room
Function rooms and servery
IT server room
25m x 13m, 6 lane pool (non competition use)
Learner pool 13m x 7m
Wet changing village (inc 2 group change)
Maintenance room
First aid room
Plant space
Circulation and public toilets
Storage / cleaning
Externals - car parking for 100 cars

4.37 The proposed facility mix for this site and the associated car parking is estimated at requiring a gross site area of approximately 8,000m².

Capital Costs

4.38 The estimated cost for building a new leisure centre on the existing FSLC site is **£11.96m** excluding VAT, abnormals and site acquisition costs. A summary of this cost is included at **Appendix B**.

Site and Planning Constraints

4.39 The existing FSLC site is 4,692m² whilst the size of the site the proposed facility mix will require, is 8,000m². Unfortunately this means that even if the capital cost of redevelopment were attractive, the proposed facility mix could not be accommodated on the existing FSLC site.

Proposed Programme for the Works

4.40 A programme has not been devised for this scheme because it is not feasible.

Option D – Building a new centre to modern standards on a newly identified site in the Foleshill Ward, with the equivalent water space and health and fitness facilities as currently on offer at the existing FSLC

4.41 This option looks at the feasibility of relocating leisure provision in the North East to a new site within the Foleshill Ward. The building proposed would replicate the existing water, health and fitness spaces currently on offer at FSLC but, the changing and ancillary accommodation would be increased in size to modern standards.

Proposed facility mix

4.42 The facilities the City Council would provide on a new site in the North East of the City to replicate the current facilities at FSLC but, to a modern standard, are as follows:

38 person fitness suite
50 person exercise studio
Dry change facilities
Swimming pool space, 25m pool plus a learner pool

Wet changing village
Reception, vending , café and servery
Staff room
IT server room
Maintenance room
First aid room
Plant space
Circulation and public toilets
Storage and cleaning cupboards

Site Availability

- 4.43 Coventry City Council has provided us with details of a number of sites in the North East of the City that could provide an alternative location for a replacement leisure centre within the Foleshill Ward. We have included details of these below, along with a short commentary on each site and indicative site values.
- 4.44 A Sequential Assessment has been carried out by Coventry and Warwickshire Award Trust, for planning purposes, on the proposed swimming pool development at Centre AT7. This report reviews sites that could be developed in the North East of Coventry in preference to the Centre AT7 site. It should be noted that we have not based this report on the outcomes of that report, and that we have only concentrated below on the sites proposed as options by Coventry City Council's Development team.
- 4.45 Please note that the figures included below are not formal valuations but are market advice and give an indication of values. Therefore these figures should not be considered as formal valuations but as a guide to assist in appraising the viability of any possible schemes and at the time of acquisition other unforeseen issues could cause a change in value.
- 4.46 The map which follows outlines the locations of possible leisure development sites.

Map Redacted



Map Redacted



Map Redacted

[REDACTED]

MAP REDACTED

[REDACTED]

MAP REDACTED

[REDACTED]

Decommissioning / Demolition Implications

- 4.68 Decommissioning the FSLC building is expected to cost £125,000. This would include for disconnecting all utilities, making the building safe internally and then boarding the property up to allow it to be ‘mothballed.’
- 4.69 The cost to demolish the building to make it more appealing for developers and, for the Council to avoid paying business rates on the premises, would be approximately £308,000.
- 4.70 Please note we have not assumed any disposal value for the existing FSLC site. This value is to be reviewed and reported on separately from this report, by the City Council, however, it is expected that the necessary demolition costs will be covered by land receipts arising from such disposal.

Site and Planning Constraints

4.71 [REDACTED]

4.76 Further due diligence should be undertaken on each site prior to progressing the project down a new build route. If identified as a preferred option the Council should commission a detailed report on each suitable site that will determine the site conditions, statutory utility provision, any legal title or access issues, detailed planning issues, etc. Results from this piece of work could then inform a detailed site evaluation and acquisition process.

Capital Costs

- 4.77 The estimated cost for building a new leisure centre with the facility mix noted above, on a new site in the North East is **£7.75m** excluding VAT, abnormals and site acquisition costs. A summary of this cost is included at **Appendix B**.
- 4.78 The costs below assume that the Council would acquire one of the sites and then sell off the remaining area at a similar market rate to those shown above. Therefore, the whole site cost is not attributed to the leisure development.

[REDACTED]

	Estimated Site Value / Acre	Estimated Site Acquisition Cost Based on a 2 Acre Site	Total Build Cost
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

4.81 Please note we have not assumed any disposal value for the existing FSLC site. This value is to be reviewed and reported on separately from this report, by the City Council.

Proposed Programme for the Works

4.82 The programme for this option will rely on the acquisition of a suitable site. This process should be started immediately if this option is to be progressed.

4.83 The timescales for acquiring a site have been estimated at 12 months.

4.84 The project is expected to take 23 months from inception to completion. The construction period is 12 months. Adding the site acquisition timescales to this programme results in the overall programme being **35 months**.

4.85 This option would allow continuity of use with the existing FSLC remaining open until the new centre is complete and fitted out.

4.86 The programme is based on the Project Management and Design team being procured using the GPS Framework and the Contractor being appointed using OJEU.

Option E – Building a new facility on a newly identified site in the Foleshill Ward with facilities as per the client brief

4.87 This option looks at the feasibility of re-locating leisure provision in the North East to a new site within the Foleshill Ward

Proposed Facility Mix

4.88 The facilities the City Council would like to locate in the North East of the City are as follows:

- Four court sports hall
- Sports hall store
- 70 station fitness suite
- Exercise studio for 60 users
- Dry change facilities
- Reception / vending / café and servery
- Staff room
- Function rooms and servery
- IT server room
- 25m x 13m, 6 lane pool – (non competition use)
- Learner pool 13m x 7m
- Wet changing village (inc 2 group change)
- Maintenance room
- First aid room
- Plant space
- Circulation and public toilets
- Storage / cleaning
- Externals - car parking for 100 cars

4.89 These facilities would require a site of approximately 8,000m² (2 acres).

Decommissioning / Demolition Implications

4.90 Decommissioning the FSLC building is expected to cost £125,000. This would include for disconnecting all utilities, making the building safe internally and then boarding the property up to allow it to be 'mothballed.'

4.91 The cost to demolish the building to make it more appealing for developers and, for the Council to avoid paying business rates on the premises, would be approximately £308,000.

4.92 Please note we have not assumed any disposal value for the existing FSLC site. This value is to be reviewed and reported on separately from this report, by the City Council.

Capital Costs

4.93 The estimated cost for building a new leisure centre with the facility mix noted above, on a new site in the North East is **£11.61m** excluding VAT, abnormalities and site acquisition costs. A summary of this cost is included at **Appendix B**.

4.94 The development will require a site 2 acres in size. Therefore the site acquisition costs are expected to be as detailed below.

	Estimated Site Value / Acre	Estimated Site Acquisition Cost Based on a 2 Acre Site	Total Build Cost
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

4.97 Please note we have not assumed any disposal value for the existing FSLC site. This value is to be reviewed and reported on separately from this report, by the City Council.

Site and Planning Constraints

4.98 The site and planning constraints are as per the issues highlighted above in Option D.

Proposed Programme for the Works

4.99 The programme for this option will rely on the acquisition of a suitable site. This process should be started immediately if this option is to be progressed.

4.100 The timescales for acquiring a site have been estimated at 12 months.

4.101 The project is expected to take 25 months from inception to completion. The construction period is 14 months. Adding the site acquisition timescales to this programme results in the overall programme being **37 months**.

4.102 This option would allow continuity of use with the existing FSLC remaining open until the new centre is complete and fitted out.

4.103 The programme is based on the Project Management and Design team being procured using the GPS Framework and the Contractor being appointed using OJEU.

Option F – Consolidation of the proposed North East Leisure Provision onto the Existing Centre AT7 Site

4.104 This option looks at the feasibility of consolidating the public leisure provision in the North East area into one facility, at the current Centre AT7 site. This would involve adding wet side facilities onto the existing dry side sports centre.

Proposed Facility Mix

4.105 The facilities the City Council would like to locate on the existing Centre AT7 site in the North East of the City are as follows:

- 25m x 13m (6 lane pool - non competition use)
- Leisure water
- Health Suite (including sauna, steam room and spa)
- Wet change village (inc 2 group change)
- Pool equipment store
- Reception / cafe / viewing and servery
- 2 x Offices
- First aid room
- Function rooms and servery
- IT server room
- Maintenance room
- Storage / cleaning
- Plant space
- Circulation and public toilets
- Externals - car parking for 120 cars

Decommissioning / Demolition Implications

4.106 Decommissioning the FSLC building is expected to cost £125,000. This would include for disconnecting all utilities, making the building safe internally and then boarding the property up to allow it to be 'mothballed.'

4.107 The cost to demolish the building to make it more appealing for developers and, for the Council to avoid paying business rates on the premises, would be approximately £308,000. It should be noted that this demolition cost is higher than in options B and C. This is because the figure includes an uplift from the £250,000 cost for associated fees to facilitate the demolition.

4.108 Please note we have not assumed any disposal value for the existing FSLC site. This value is to be reviewed and reported on separately from this report, by the City Council.

Capital Costs

4.109 The AT7 site is available for development at little / no cost to the City Council. The expectation is that if this site was used, the Council would liaise closely with Coventry and Warwickshire Award Trust, the freeholders of the site, to construct the new leisure provision without incurring a capital cost for the site.

4.110 The estimated cost for building a new wet side addition to the existing Centre AT7 is £8.1m excluding VAT, abnormalities and site acquisition costs. A summary of this cost is included at **Appendix B**. The existing FSLC site could be de-commissioned and mothballed.

Site and Planning Constraints

- 4.111 The Council should carry out a detailed review of the Centre AT7 site and discuss development options with Coventry and Warwickshire Award Trust, the freeholders of the Centre AT7 site.
- 4.112 It should be noted that a restrictive covenant exists over the Centre AT7 site. The covenant stipulates that the site must be used for public sporting use.
- 4.113 It is recommended that the City Council begin discussions early with the planning department and Sport England about developing the Centre AT7 site. It is likely that a planning application on the site may require consultation with Sport England because the development would cause the loss of an area of playing fields to the front of the site.
- 4.114 The planning department have confirmed this site would be suitable for development for the proposed leisure use.

Proposed Programme for the Works

- 4.115 The project is expected to take **16 months**. The construction period is 14 months.
- 4.116 This option would allow continuity of use with the existing FSLC remaining open until the new centre is complete and fitted out.
- 4.117 The programme is based on the Project Management and Design team being procured using the GPS Framework and the Contractor being appointed using OJEU.
- 4.118 The programme for this option will rely on the Council concluding partnering arrangements with Coventry and Warwickshire Award Trust, the freeholders of the Centre AT7 site. This process should be started immediately if this option is to be progressed.

5 Recommendations

5.1 The most appropriate solution for the Council to proceed with is deemed to be the option that provides continuity of use for leisure in the North East of Coventry, provides new and improved water space that is operationally efficient to run, has the shortest programme of delivery, due to the poor state of the existing FSLC, and costs the least in capital terms.

5.2 On that basis the following tables summarise these four key areas:

Option	Time Period that leisure facilities are out of use	Do the proposed facilities provide new and improved water space in the NE and an efficient centre to run?	Timescales for delivery as from date of Cabinet Decision	Capital Cost of Works
A – Refurbish existing centre	13 months	Yes and no. The water space would meet requirements but, the pools would be developed in the forms of the existing tanks. Operationally the building would still be expensive to run due to its layout and the lack of car parking would impact on revenue.	25 Months	£7.6m
B – Build a new centre on the FSLC site to match existing facilities but to modern standards	15 months	Yes and no. The pools would meet the Council requirements. The lack of car parking would impact on revenue.	27 Months	£7.8m
C – Build a new centre on the existing FSLC site to meet Council brief	Not feasible	Not feasible	Not feasible	NA
D – Provide a new leisure centre that replicates the FSLC facilities but, to modern standards	0 months	Yes	35 Months	£8.5m

E – Build a new centre on a new site to meet Council requirements	0 months	Yes	37 Months	£12.36m
F – Build a new centre on the Centre AT7 site	0 months	Yes	16 months	£8.1m

- 5.3 Option A whilst the capital cost is the cheapest, the proposal does not meet the Council's requirements for developing an operationally efficient centre in the area. The North East of the City would also be without swimming pool provision for 13 months.
- 5.4 Option B does not meet the Council's leisure requirements. Whilst the Council's requirement for water space would be met, it would not provide an efficient operating model, and the lack of parking would seriously impact the revenue position of the new centre. The North East of the City would also be without swimming pool provision for 15 months.
- 5.5 Option C is not feasible due to the size of the site.
- 5.6 Option D does meet the Council's water space requirements. However, this option would take an estimated 35 months to complete. FSLC is unlikely to last this long without requiring significant capital investment to keep the centre running. If the site acquisition became protracted the programme could be delayed further.
- 5.7 Option E could provide the Council with a centre that meets the Council requirements for developing water space. However, it would require a significant capital investment and could take a considerable time to deliver if the site acquisition became protracted.
- 5.8 Option F is therefore deemed the most appropriate. The capital cost of the works is higher than two of the Options but, the advantages of this scheme are it can be delivered quickly for a modest capital cost and the new centre would meet Council requirements for developing water space. There would also be continuity of swimming pool provision in the North East of the City, which is vital for swimming participation in the area.
- 5.9 We recommend that the Council proceed with Option F.

Appendix A: Scoping Document for Commission

Scoping Commission for the re-provisioning of Public Leisure Facilities in the North East of Coventry

The commission is to undertake options appraisals in relation to Foleshill Sports and Leisure Centre (FSLC) in order to determine future proposals for public leisure provision in the North East of the City.

North East & Foleshill Sports & Leisure Centre

The four options to be considered in relation to the future of public leisure provision in the North east of the city, should focus on:

Option A - Refurbishment of Existing Foleshill Sports and Leisure Centre

The option for refurbishing the existing Foleshill Sports and Leisure Centre:

This option should consider:

- the condition of the existing premises and the feasibility and high level capital costs of it being refurbished into a 'modern' leisure facility;
- a review of site and planning constraints;
- proposed programme and timescales to undertake a refurbishment and any service delivery implications.

Note: The Client will undertake an associated revenue and financial impact analysis of this option, using the capital and programming information provided by the Consultant.

Option B - Rebuilding of Foleshill Sports and Leisure Centre on Existing Site

The option of re-building Foleshill Sports and Leisure Centre on the existing site in Livingstone Road

This option should consider:

- the feasibility and associated high level capital costs of constructing a new public leisure offer on the existing site at Livingstone Road;
- incorporate requirements for a new facility mix – Appendix One
- a review of site and planning constraints;
- decommissioning and demolition implications of the existing facilities at Livingstone Road;
- proposed programme, timescales and service delivery implications in undertaking a rebuild of new leisure facilities at Livingstone Road;

Note: The Client will undertake an associated revenue and financial impact analysis of this option, using the capital and programming information provided by the Consultant



Option C – Identification of a new site within the Foleshill Ward for the development of a new sports and leisure facility.

The option of re-locating a new to an alternative 'fresh' site within the Foleshill ward;

This option should consider:

- the availability and purchase cost of an alternative site within the Foleshill Ward (Client to undertake initial site search);
- the feasibility and associated high level capital costs of constructing a new consolidated public leisure offer on the proposed alternative site;
- proposed facility mix to be as for Option B;
- any site and planning constraints;
- decommissioning implications of the existing facilities at Livingstone Road;
- overall programming and service delivery implications.

Note: The Client will undertake an associated revenue and financial impact analysis of this option, using the capital and programming information provided by the Consultant

Option D - Consolidation of North east Leisure Provision onto Centre AT7

The option for consolidating public leisure provision in the North East area into one facility at Centre AT7.

This option should consider:

- the feasibility and high level capital costs of adding of wet side and associated facilities onto the existing site of Centre AT7;
- incorporate requirements for a new facility mix – Appendix two
- any site and planning constraints;
- decommissioning and demolition implications and costs of the existing facilities at Livingstone Road;
- overall programming and service delivery implications and timescales.

Note: The Client will undertake an associated revenue and financial impact analysis of this option, using the capital and programming information provided by the Consultant

Information to be provided by the Client.

- site Conditions Surveys (due completion 15 May 2012) for Foleshill Sports and Leisure Centre
- asbestos surveys/registers for Foleshill Sports and Leisure Centre.
- participation figures – for Foleshill Sports and Leisure Centre & Centre AT7.
- initial site appraisals – within Foleshill Ward and the North East for new build leisure centre.
- existing site plan for Foleshill Sports and Leisure Centre.

Project Outcomes and Timescales

A quotation for the commission should be received by the Client by 4pm on Friday 4th May.

The final report including all considerations, programming and projected costs should be provided to the client within four weeks of the commission being awarded.

Coventry City Council standard terms and conditions of contract are included as Appendix Three.

For purposes of this contract tenders will be assessed on price and the capacity to deliver the full scope within the timescales as specified. Price will account for 70% of the total score and capacity 30%.

QUOTATION PROCESS AND TIMETABLE

Timetable & Administration

NAME OF ISSUER	Sports and Arts Service
DATE OF ISSUE	May 1 2012
DATE AND TIME FOR RECEIPT OF PROPOSALS	MAY 4 2012, 4PM
ADDRESS FOR COMMUNICATION	Steve Wiles Development Manager - Facilities & Contracts Sports and Arts Team City Services & Development Coventry City Council Civic Centre 4 (Tower Block) Floor 7 Much Park Street Coventry, CV1 2PY Tel: 024 7683 1175 Mobile: 07940786673
CONTACT EMAIL	Steve.wiles@coventry.gov.uk

Appendix One - New Community Leisure Facility on existing Foleshill Leisure Centre site/other identified suitable site within the Foleshill ward.

Facility Mix

- 25m x 6 lane x 1.5m swimming pool with associated plant
- 13m x 7m learner pool with depth sloping from 0.6m to 0.9m with associated plant
- Wet side changing village
- 4 x court Sports Hall
- 70 station Fitness Suite
- Aerobics / Exercise Studio
- Dry Side Changing
- Café / Bar at Ground Floor
- Function Room(s) to First Floor to be flexible in size / configuration
Associated Service Facilities such as Reception, First Aid Rooms, Manager / Duty Manager / Administration Offices
- Car Parking Spaces for 100 cars

Appendix Two - Consolidation of North East Leisure Provision onto existing site– for example Centre AT7

Facility Mix

- 25m x 6 lane x 1.5m swimming pool with associated plant
- Leisure / splash pool with consistent depth of 1.2m, with some water features / slides and flumes to be considered eventually within overall affordability package
- Health Suite to include sauna; steam; Jacuzzi
- Conversion / extension of first floor area into possible function area (i.e. overlooking swimming pool to one side / sports hall to other side)
- Potential use of other first floor area as office space
- Associated wet side changing
- Consideration of separate 'satellite' reception / entrance with small café area
- Parking area to front of site alongside existing parking adjacent to Goals Soccer Centres

Appendix B: Capital Cost Summaries

Coventry North East Leisure Provision

Options Appraisal

North East Leisure Options

Cost Category	Option A Refurb Existing FSLC	Option B Rationalised Foleshill Option on existing Site	Option C Rebuild of FSLC on existing Site	Option D Rationalised Foleshill Option on New Site	Option E New Build within Foleshill Ward	Option F Relocate to AT7 Centre
	£	£	£	£	£	£
Remove/Demolish Existing/Prepare Site	220,000	250,000	250,000	75,000	75,000	50,000
Building Costs	4,600,000 Area 2,372 m ²	5,150,000 Area 2,701 m ²	8,250,000 Area 4,833 m ²	5,150,000 Area 2,701 m ²	8,150,000 Area 4,833 m ²	5,800,000 Area 2,803 m ² see Note (ii) below
External Works/Drainage/Incoming Services	440,000	700,000	805,000	800,000	800,000	600,000
Inflation	nil	nil	nil	nil	nil	nil
	Sub total	Sub total	Sub total	Sub total	Sub total	Sub total
	5,260,000	6,100,000	9,305,000	6,025,000	9,025,000	6,450,000
Professional Fees - as stated	789,000 15%	732,000 12%	1,116,600 12%	723,000 12%	1,083,000 12%	774,000 12%
Client FF&E (loose furniture/equipment)	250,000	300,000	450,000	300,000	450,000	100,000
	Sub total	Sub total	Sub total	Sub total	Sub total	Sub total
	6,299,000	7,132,000	10,871,600	7,048,000	10,558,000	7,324,000
Client Contingency/Risk - as stated	1,259,800 20%	713,200 10%	1,087,160 10%	704,800 10%	1,055,800 10%	732,400 10%
	Sub total	Sub total	Sub total	Sub total	Sub total	Sub total
	7,558,800	7,845,200	11,958,760	7,752,800	11,613,800	8,056,400
VAT - assume not paid or reclaimed	0	0	0	0	0	0
	Sub total	Sub total	Sub total	Sub total	Sub total	Sub total
	7,558,800	7,845,200	11,958,760	7,752,800	11,613,800	8,056,400
Total	Total	Total	Total	Total	Total	Total
	£7,558,800	£7,845,200	£11,958,760	£7,752,800	£11,613,800	£8,056,400

Extra Over for:-

1.Demolishing existing FSLC	£308K see Note (i)	£308K see Note (i)	£308K see Note (i)
2.Decommission and mothball	£125k see Note (i)	£125k see Note (i)	£125k see Note (i)

Notes

1. Building Costs calculated on basis of A&T benchmarked data adjusted for specific site anomalies
2. External works/Drainage/Incoming based on site specific info and previously completed schemes
3. No inflation included as programmes unknown
4. Professional Fees generally included at 12% but increased to 15% on the refurbishment scheme (Option A)
5. Client FF&E allowance varies depending on type of facility eg wet/dry/mixed
6. Risk included generally at 10% but increased to 20% on refurbishment scheme
7. VAT excluded
8. Areas based on DJD Area Schedule August 2012

Note (i) - figures include for Fees and Contingency

Note (ii) - Current Area calculated as:-

New build	2499 m ²
Refurb	304 m ²
Total	2803 m²

This document is confidential and prepared solely for your information. Therefore you should not, without our prior written consent, refer to or use our name or this document for any other purpose, disclose them or refer to them in any prospectus or other document, or make them available or communicate them to any other party. No other party is entitled to rely on our document for any purpose whatsoever and thus we accept no liability to any other party who is shown or gains access to this document.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 2 New Street Square, London EC4A 3BZ, United Kingdom.

Drivers Jonas Deloitte is a trading name of Deloitte LLP, which is the United Kingdom member firm of Deloitte Touche Tohmatsu Limited (“DTTL”), a UK private company limited by guarantee, whose member firms are legally separate and independent entities. Please see www.deloitte.co.uk/about for a detailed description of the legal structure of DTTL and its member firms.

Appendix 5

**Public Leisure Facility Development – North East Coventry
Options Appraisal Summary**

	Option A: Refurbishing the existing FSLC to more modern standards	Option B: Rebuilding FSLC with the current facility mix on the existing site	Option C: Rebuilding FSLC with full community facility mix on the existing site	Option D: Rebuilding FSLC with the current facility mix on a new site	Option E: Rebuilding FSLC with full community facility mix on a new site	Option F: Re-provisioning of wet side facilities to Centre AT7
Overview of Proposal	This option retains the original 1930's superstructure and layout of FSLC, but significantly modernises some external and internal structures, along with plant, services, fixtures, fittings and décor. Whilst this does not provide a modern facility, this option retains current public leisure provision in its present locations	This option would involve the development of a new leisure centre on the existing Livingstone Road site, to replicate the existing facility mix of the Foleshill Sports and Leisure Centre, but built to modern specifications and standards.	This option would involve the development of a new leisure centre on the existing Livingstone Road site, with a full community facility mix (to include a 4-court sports hall, 70 station gym, larger exercise studio and increased car parking e.g. Xcel model).	This option would involve the development of a new leisure centre on a new site within the Foleshill Ward, to replicate the existing facility mix of the Foleshill Sports and Leisure Centre, but built to modern specifications and standards.	This option would involve the development of a new leisure centre on a new site within the Foleshill Ward, with a full community facility mix (to include a 4-court sports hall, 70 station gym, larger exercise studio and increased car parking e.g. Xcel model).	This option would involve the re-provisioning of wet side facilities along with some associated service renewal to existing facilities within Centre AT7 to create a consolidated wet-side and dry-side leisure offer in the north east of Coventry.
Feasibility of Proposal	The refurbishment of the facilities within the existing structure would lead to an inefficient use of space, with the facilities also not being refurbished to modern specifications and standards. There would still be insufficient on-site parking.	Under modern building standards, to rebuild the existing facilities and retain space for even the current limited car parking, a new building would have to be two storeys in height. There would still be insufficient on-site parking.	The proposal is not feasible due to the spatial requirements of a full community mix not being met by the available space of the site. This option was therefore not given further consideration.	Several sites were assessed within the Foleshill Ward, but all presented significant logistical and / or timing issues, whilst also generating a potential impact on neighbouring community facilities such as Centre AT7.	Several sites were assessed within the Foleshill Ward, but all presented significant logistical and / or timing issues, whilst also generating a potential impact on neighbouring community facilities such as Centre AT7.	The development on an existing site would mean that no site acquisition costs or logistical issues would be incurred. The proposals can feasibly be merged into the existing facility mix to deliver a consolidated leisure offer in the area.
Development Timescale	25 Months	27 Months	-	35 Months	37 Months	16 Months
Size of Development	2,372m ²	2,701m ²	4,833m ²	2,701m ²	4,833m ²	2,499m ² (new build element)
Period of Facility Closure	13 Months	15 Months	-	0 Months	0 Months	0 Months
Capital Costs	£7.6m	£7.8m	£11.96m	£8.5m	£12.36m	£8.1m
Revenue Implications (Over 44 years)	Net Overall Cost: £7.23m	Net Overall Cost £6.91m	-	Net Overall Cost: £7.30m	Net Overall Cost: £18.14m	Net Overall Saving: (0.88m)

	Option A: Refurbishing the existing FSLC to more modern standards	Option B: Rebuilding FSLC with the current facility mix on the existing site	Option C: Rebuilding FSLC with full community facility mix on the existing site	Option D: Rebuilding FSLC with the current facility mix on a new site	Option E: Rebuilding FSLC with full community facility mix on a new site	Option F: Re-provisioning of wet side facilities to Centre AT7
Appraisal Conclusions	<p>Whilst this option does not provide a modern facility, this option retains current public leisure provision in its present locations. However this option is not the recommended option for the following reasons:</p> <ul style="list-style-type: none"> • The existing facility would be challenging to refurbish to a modern standard, due to the limitations of a 1930's structure and layout (e.g. split pool layout, served by single plant); • This option would not deliver an efficient facility layout or a 'fully modernised' leisure centre. • This option would provide minimal additional parking to supplement the current allocated 20 spaces. • This option would not be consistent with the Emerging Vision for Sport for Coventry that references the need "<i>to provide a range of modern, accessible and high quality sports facilities in the City</i>" – (see Appendix 1: Emerging Sports Vision for Coventry); • This option does not achieve a complete, single site consolidated wet-side and dry-side public leisure offer in the north east of the city (e.g. there is no provision for a sports hall within the existing site); 	<p>Whilst this option would rebuild the existing facility mix to modern specifications and standards, it is not the recommended option for the following reasons:</p> <ul style="list-style-type: none"> • To rebuild the existing facilities to modern standards and retain space for even the current limited car parking, a new building would have to be two storeys in height. There would still be insufficient on-site parking. • This option does not achieve a complete, single site consolidated wet-side and dry-side public leisure offer in the north east of the city (e.g. there is no provision for a sports hall within the existing site); • This option would have an impact upon the existing income / business model of Centre AT7, which is also grant subsidised by Coventry City Council; • The development timescales associated with this option would require the Council to continue to subsidise the existing FSLC operation throughout the 15-month development period; 	<p>This proposal is not feasible due to the spatial requirements of a full community facility mix not being met by the available space of the site. This option was therefore not given further consideration.</p>	<p>Whilst this option would deliver a more efficient facility layout built to modern specifications and standards and satisfy car parking demands, it is not the recommended option for the following reasons:</p> <ul style="list-style-type: none"> • Several sites within the Foleshill Ward were assessed as to their potential feasibility for such development, but all presented significant logistical and / or timing issues; • This option does not achieve a complete, single site consolidated wet-side and dry-side public leisure offer in the north east of the city (e.g. there is no provision for a sports hall within the existing site); • This option would have a significant impact upon the existing income / business model of Centre AT7, which is also grant subsidised by Coventry City Council; • The development timescales associated with this option would require the Council to continue to subsidise the existing FSLC operation (including increasing maintenance demands) throughout the 35-month development period; 	<p>Whilst this option would deliver a full community facility mix built to modern specification and standards and satisfy car parking demands, it is not the recommended option for the following reasons:</p> <ul style="list-style-type: none"> • Several sites within the Foleshill Ward were assessed as to their potential feasibility for such development, but all presented significant logistical and / or timing issues; • This option would have a very significant impact upon the existing income / business model of Centre AT7, which is also grant subsidised by Coventry City Council; • The development timescales associated with this option would require the Council to continue to subsidise the existing FSLC operation (including increasing maintenance demands) throughout the 37-month development period; 	<p>The re-provisioning of wet-side facilities along with some associated service renewal to existing facilities within Centre AT7 is the recommended option for the following reasons:</p> <ul style="list-style-type: none"> • This option would deliver a complete, single site consolidated wet-side and dry-side public leisure offer in the north east of the city; • The proposed remodelling and relocation of car parking on the site would ensure that there would be sufficient car parking to satisfy customer demand; • The development timescales associated with this option (16 months) would mean that continued subsidy to the existing operation at FSLC would be minimised; • This option is the only option that generates a net revenue <i>saving</i> (capital financing costs; operating costs; design fees; and impact costs <i>less</i> the resource available), which amounts to a projected £0.88m over the 44 year life of funding the project;

	Option A: Refurbishing the existing FSLC to more modern standards	Option B: Rebuilding FSLC with the current facility mix on the existing site	Option C: Rebuilding FSLC with full community facility mix on the existing site	Option D: Rebuilding FSLC with the current facility mix on a new site	Option E: Rebuilding FSLC with full community facility mix on a new site	Option F: Re-provisioning of wet side facilities to Centre AT7
Appraisal Conclusions	<ul style="list-style-type: none"> The development timescales would require the Council to continue to provide a level of grant subsidy to the existing FSLC operation, even throughout the 13-month period of full facility closure for refurbishment; The 13-month complete facility closure of FSLC would have a negative effect on sports participation and development in the area; This option would generate a net revenue cost (capital financing costs; operating costs; design fees; and impact costs less the resource available) of £7.23m over the 44 year life of funding the project; This option could jeopardise the future public leisure operation model currently being explored between the CST and CSF, as this is predicated on moving towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city; The Livingstone Road site would not be available for alternative development such as those currently being explored with health and community agencies. 	<ul style="list-style-type: none"> The 15 month complete facility closure of FSLC, would have a negative effect on sports participation and development in the area; This option would generate a net revenue cost (capital financing costs; operating costs; design fees; and impact costs less the resource available) of £6.91m over the 44 year life of funding the project; This option could jeopardise the future public leisure operation model currently being explored between the CST and CSF, as this is predicated on moving towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city; The Livingstone Road site would not be available for alternative development such as those currently being explored with health and community agencies. 		<ul style="list-style-type: none"> This option would generate a net revenue cost (capital financing costs; operating costs; design fees; and impact costs less the resource available) of £7.3m over the 44 year life of funding the project; This option could jeopardise the future public leisure operation model currently being explored between the CST and CSF, as this is predicated on moving towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city. The Livingstone Road site would be available for alternative development such as those currently being explored with health and community agencies. 	<ul style="list-style-type: none"> This option would generate a net revenue cost (capital financing costs; operating costs; design fees; and impact costs less the resource available) of £18.14m over the 44 year life of funding the project; This option could jeopardise the future public leisure operation model currently being explored between the CST and CSF, as this is predicated on moving towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city. The Livingstone Road site would be available for alternative development such as those currently being explored with health and community agencies. 	<ul style="list-style-type: none"> This option would not jeopardise, but would be consistent with the future public leisure operation model currently being explored between the CST and CSF, as this option would be consistent with a move towards a consolidated public leisure offer provided through a range of modern, accessible and high quality sports facilities in the city; The Livingstone Road site would be available for alternative development such as those currently being explored with health and community agencies.
Recommendation	Not Recommended	Not Recommended	Not Feasible	Not Recommended	Not Recommended	Recommended Option

Appendix 6

Equality and Consultation Analysis – Foleshill Sports and Leisure Centre Re-provisioning

Equality and Consultation Analysis

Context

Name of analysis	Foleshill Sports and Leisure Centre Facility Re-provisioning
Officer completing analysis	David Nuttall
Date	25 January 2013

1. Briefly describe the area of work this analysis relates to:

On 3 January 2012, Cabinet approved the development of a detailed proposal for aquatic and community facility development at Centre AT7 as a re-provisioning of the ageing facilities at Foleshill Sports and Leisure Centre (FSLC), Livingstone Road. The aim of this work was to develop a proposal to improve the quality of sports facilities in the north east of the city, with the anticipation that the provision of new high quality sports facilities would positively contribute to health and wellbeing outcomes for local people. The proposal of new sports facilities at Centre AT7 for detailed development was to include the addition of a 25m pool, a learner/leisure pool, a health suite (sauna and steam) and enhanced community and social facilities.

Scoping the analysis

2. Who are the key stakeholders, both existing and potential, that could be impacted by this work?

Foleshill Sports and Leisure Centre casual users
Foleshill Sports and Leisure Centre members
Foleshill Sports and Leisure Centre non-users and potential users
Centre AT7 casual users
Centre AT7 members
Centre AT7 non-users and potential users
Schools and Academies
Community groups (including community sports clubs)
Children and young people
Coventry Sports Trust
Coventry Sports Foundation
Coventry and Warwickshire Award Trust
Coventry, Solihull and Warwickshire Sport (CSW Sport)
National Governing Bodies of Sport
Sport England

3. From the list above, which of these constitute protected groups?

Children and young people

Also, individuals within the following stakeholder groups:

Foleshill Sports and Leisure Centre casual users
 Foleshill Sports and Leisure Centre members
 Foleshill Sports and Leisure centre non-users and potential users
 Centre AT7 casual users
 Centre AT7 members
 Centre AT7 non-users and potential users
 Community groups (including community sports clubs)

4. Which of the key stakeholders (including representatives of protected groups) will need to be kept informed, consulted or actively involved in this area of work?

Key Stakeholder	*Type of Involvement	Method(s) used
Coventry Sports Trust (CST)	Involvement	Ongoing dialogue/part of project team
Coventry Sports Foundation (CSF)	Involvement	Ongoing dialogue/part of project team
Coventry and Warwickshire Award Trust	Involvement	Ongoing dialogue/part of project team (ER)
Coventry, Solihull and Warwickshire Sport	Consultation/Information	Ongoing dialogue
National Governing Bodies – including the ASA	Consultation	Ongoing dialogue
Sport England	Consultation/Information	Ongoing dialogue
Existing members - all CST and CSF sites	Consultation	Questionnaire consultation
Existing casual users – all CSF/CST sites	Consultation	Questionnaire consultation
Non-users of sports and leisure centres	Consultation	Questionnaire consultation
Community Groups (including community sports clubs)	Consultation/Information	Presentations, direct contact
Local people	Consultation/Information	Via web/social media/presentations at ward forums, questionnaire etc.
Children and young people	Consultation	Questionnaire via young people's network

** Information, Consultation or Involvement*

5. Which, if any, parts of the general equality duty is the service relevant to? Please mark with an 'X'

	Eliminate discrimination, harassment and victimisation
X	Advance equality of opportunity between people who share relevant protected characteristics and those who do not
X	Foster good relations between people who share relevant protected characteristics and those who do not

6. What information is available to be used as part of this analysis?

- Coventry Partnership Household Survey (CCC, 2012)
- Coventry demographic data (Census 2011)
- Coventry and neighbourhood demographic information ('Coventry Demographics', CCC 2011)
- Coventry Ward Profiles (CCC, 2010)
- Coventry Joint Strategic Needs Assessment (2012)
- Sport England Active People Survey and Market Segmentation data
- Results and analysis of public leisure consultation (Coventry Sport and Leisure Survey, 2012)
- North East Coventry Sport and Leisure Centre Provision Impact Assessment (CCC, November 2012)
- A Report on Providing a New Public Leisure Centre in the North East of Coventry (Drivers Jonas Deloitte, 31 October 2012) Redacted version (Redacted version – commercially sensitive data removed)
- Public Leisure Facility Development – North East Coventry: Options Appraisal Summary (January 2013)
- Usage information for all CSF and CST sites
- Member information for all CSF and CST sites
- Usage information for the Pools 4 Schools projects at Centre AT7 and Barrs Hill School

7. What are the information gaps?

(i) *Some member demographic data for CSF and CST sites.*

CSF requests the following demographic and personal information from people registering as members for its facilities: title; first name; surname; address; date of birth; ethnic origin; telephone numbers; email address; activities they are interested in; employment status, and; how they would travel to the centre(s). With reference to the 'protected' groups under equalities legislation, CSF does not currently request information on gender; disability; sexual orientation, gender reassignment; religion or belief; pregnancy, maternity or breastfeeding

CST – requests the following demographic and personal information from people registering as members for its facilities: name; address; telephone numbers; occupation; email address; how often they would be attending the leisure centres and at what time of day; activities within the membership they would be interested in using; whether they currently exercise and how often (incl. exercise history); expectations from their personal programme; medical conditions / history. With reference to the 'protected' groups under equalities legislation, CST does not currently request information on gender; disability; ethnic origin; sexual orientation, gender reassignment; religion or belief; pregnancy, maternity or breastfeeding.

(ii) *Casual user (non-member) demographics for CSF and CST sites.* Leisure centres do not customarily collect demographic or personal data from centre users who book or access the facilities on a casual, 'pay and play' basis. The exception to this would be where specific customer surveys or research are undertaken. Casual users of leisure centres were indeed, therefore, included amongst survey respondents to the Coventry Sports and Leisure Survey.

Data analysis

8. Please summarise below the key issues that your data is telling you

Disability

- a) 7.6% of the total population of Foleshill are claimants of Disability Living Allowance compared to 5.7% of the Coventry population (2009).

Race

- a) There are a high proportion of BME groups in Foleshill. 48.3% of the Foleshill population are Asian or British Asian compared to 11.3% of the city as a whole (2001).

(Cont.)

Religion/Belief

- a) Almost a third of FLSC users (31%) who responded to the public consultation had a Muslim or Sikh faith

Disadvantage/Poverty

- a) Foleshill is the most deprived ward in Coventry (Index of Multiple Deprivation, 2007)
- b) Only 10.5% of households in Foleshill have two or more cars compared to the city average of 22.7% (2001)
- c) 25.1% of the working age population in Foleshill claim out of work benefits (city average = 16.1%) (2009) and 37.5% of children in Foleshill are dependent on out of work benefits (city average = 25.6%) (2007)
- d) Average annual household income in Foleshill in 2009 was £23,350 in comparison to a citywide average of £31,965 (England £35,408)
- e) Analysis of levels of adult obesity, health referrals and physical activity highlight hot spots in the north east of the city where obesity and health referrals are high and sport participation rates are low.
- f) Residents in the north east are also more likely to be referred to health programmes. 47% of all Active for Health referrals and 48% of all GP referrals are residents of the north east.

Facilities

- a) Current provision of sports and leisure facilities in the north east relies heavily on Centre AT7, Moat House Leisure and Neighbourhood Centre and Foleshill Sports and Leisure Centre, with all attracting at least 48% of their membership from within a mile of the centres. As these centres generally serve the local communities from where they are located, they have a high proportion of users who are from low income or social housing households.
- b) As an ageing facility, Foleshill Sports and Leisure Centre has experienced a significant decline in participation over the past 17 years – from 223,000 visits in 1995 to 91,002 visits in 2011/12.
- c) Through a broadening and modernisation of its facility base, Centre AT7 has seen a 128% increase in participation in the same period, rising from 130,000 visits in 1995 to 296,050 visits in 2011/12.
- d) Of Coventry Sport and Leisure Centre respondents, 58% of those attending FSLC were from a BME group. 28% of respondents attending Centre AT7 were also from a BME group (the second highest proportion across the city's leisure centres).

Generating and evaluating options

9. What are the different options being proposed to stakeholders?

Feasibility work has considered the following options:

- A. Refurbishing the existing FSLC to more modern standards.
- B. Rebuilding FSLC with the current facility mix on the existing site
- C. Rebuilding FSLC with a full community facility mix on the existing site (as per the specification below)*
- D. Rebuilding FSLC with the current facility mix on a new site
- E. Rebuilding FSLC with a full community facility mix on a new site (as per the specification below)*
- F. Re-provisioning of wet-side facilities, to Centre AT7

* Four court sports hall, 70 person fitness suite, 60 person exercise studio, dry change facilities, swimming pool space, 25m pool plus a learner pool, wet changing village, reception, vending, café and servery, staff room. IT server room, maintenance room, first aid room, plant space, circulation and public toilets, storage and cleaning cupboards.

10. How will the options impact on protected groups or those experiencing deprivation?

Local communities include representatives of the protected groups, so in general terms all groups would be impacted in proportion to their level of representation in the community. However, the different options may impact on specific groups disproportionately, as outlined below:

- A. The refurbishment of the facilities within the existing structure would lead to an inefficient use of space for users, with the facilities also not being refurbished to modern specifications and standards. There would still be insufficient on-site parking. The above factors would negatively impact on access for disabled users. The north east of the city would also be without public swimming pool provision for approximately 13 months.
- B. To rebuild the existing facilities to modern standards and retain space for even the current limited car parking, a new building would have to be two storeys in height. There would still be insufficient on-site parking. The limited provision of parking would negatively impact on access for disabled users. Even if feasible, the north east of the city would be without public swimming pool provision in the north east for approximately 15 months.
- C. No re-provision. This proposal is not feasible due to the spatial requirements of a full community facility mix not being met by the available space of the site.
- D. All sites assessed generate a potential impact on neighbouring community facilities. This option would also take approximately 35 months to complete, which raises concern that FSLC may become unusable in this time without significant investment.

(Cont.)

- E. All sites assessed generated a potential impact on neighbouring community facilities. This option would also take approximately 37 months to complete, which raises concern that FSLC may become unusable in this time without significant investment.
- F. This option can be delivered quickly whilst maintaining swimming provision in the north east (subject to risk management and budget provision). Whilst less than a mile from FSLC, this option raises potential transport issues for some current FSLC users. Without consideration of transition/transfer arrangements, current FSLC users may not feel safe, secure and comfortable in a new environment. Programming would need to consider a transfer of the women/men only activities currently provided at FSLC and centre design would need to consider cultural sensitivities and needs. However, it is anticipated that disabled people will be positively impacted from the facility re-provisioning proposals at Centre AT7. The proposed new, modern fit-for-purpose facilities will be more accessible and have better parking provision than those currently at FSLC.

11. Please detail how you could mitigate any negative impacts

It would be difficult to mitigate impacts under options A and B, due to the lack of any public pool facilities in the north east of the city during the periods of refurbishment or rebuild on the current FSLC site. It may also be difficult to mitigate any negative impacts for options C-E due to the risk of losing use of FSLC through an extended period of site acquisition and build. Use of a temporary pool could be considered to mitigate the above risks, but would come at significant additional cost to the authority.

- F. Negative impacts for Option F may be mitigated by:
- Development of an achievable and sustainable transport plan for current FSLC users.
 - Careful programming and design to ensure cultural issues are appropriately considered.
 - Staff training to ensure all users are welcomed, assisted to feel comfortable and can be supported.
 - Ensuring the design is compatible with Secure by Design principles.
 - Offering a mixed and appropriately diverse programme of activities
 - Outreach and community sports development work.

12. Identify which contractors or service users would be negatively affected by the options

Option A – E: All public swimming pool users or potential users in the north east of the city, including current FSLC users.

Option F - Those with limited transport options or with particular cultural needs that cannot be mitigated by the actions outlined in Section 11.

Formal Consultation

13. Who took part in the consultation? Please also specify representatives of any protected groups

The Coventry Sport and Leisure survey consultation received 1,528 responses. Of these respondents, 109 lived in the Foleshill Ward, 722 were users of leisure centres in the north east of the city and 403 were current users of the Foleshill Sports and Leisure Centre. Given the scope of this Equalities Impact Assessment, these segments of the total survey responses are the ones which are being considered herein. Wider survey responses are being used to support the development of a citywide sports vision and strategy.

Of FSLC user responses, there was almost even representation from males and females. Nearly 20% of the responses were from people who considered themselves to have a disability or long standing health issue. Over half of the respondents were from black and minority ethnic (BME) groups and almost a third had a Muslim or Sikh faith. All age groups were represented within responses.

14. What were the key findings of the consultation?

Analysis of residents and sport facility usage in the north east of the city (Centre AT7, FSLC and the Moathouse Leisure and Neighbourhood Centre) revealed that:

- a) Ex-users of north east sports and leisure centres said that respondents were put off using Centre AT7 (n=70) because of the costs, other premises being more convenient or providing a better offer, and being unhappy with hygiene and/or the environment. Those users who no longer used FSLC (n=56) identified hygiene, environment, lacking facilities and poor maintenance as key factors in being deterred from using the centre.
- b) Swimming is the most participated in sport and leisure activity in the north east of the city
- c) Across all north east centres, respondents listed cleanliness, friendliness of staff, feeling safe, enjoying the activity and cost as the top five reasons for choosing a sports and leisure centre.
- d) Cost of activities and lack of time were expressed as the greatest barriers to participation.
- e) General swimming provision was the activity most seen to encourage respondents to participate more, followed by activities for children and young people and dance-based exercise classes.
- f) One in three respondents from the north east of the city identified a need to increase swimming facilities in the area.

(Cont.)

- g) Only 16% of respondents ruled out attending sports and leisure facilities in local venues such as schools or community centres.

Responses drawn from 403 users of FSLC and relevant health and membership data for the centre revealed that:

- a) Satisfaction with FSLC was mixed, with 32% of users reporting being very satisfied and 19% being unsatisfied or very unsatisfied (compared with 24% reporting being unsatisfied in a previous FSLC standpoint survey in 2009).
- b) The temperature and quality of swimming pools is important to users (which is consistent with citywide findings).
- c) The availability of women-only and men-only activities are of high importance for users of FSLC.
- d) Being with friends and family/community had a higher emphasis from users of FSLC than other centres across the city.
- e) FSLC users are more likely to walk to a sports and leisure centre, when compared to members of other CST and CSF facilities in the city, with 27% of users walking to the centre.
- f) 47% of FSLC users rely solely on this facility for their sports and leisure centre needs. Of FSLC users who also use another facility, Coventry Sports and Leisure Centre is the most popular centre with 45% of users, followed by Centre AT7 (21%), Alan Higgs Centre (17%) and Moat House Leisure and Neighbourhood Centre (17%)
- g) Cross analysis of respondents who use both FSLC and Coventry Sports and Leisure Centre facilities showed that 25% of users of both facilities used them both frequently. 25% were frequent users of FSLC and infrequent users of Coventry Sports and Leisure Centre and 19% were frequent users of Coventry Sports and Leisure centre and infrequent users of FSLC.
- h) When asked to comment on sports and leisure centre provision in Coventry, 121 FSLC users made a comment, of which 70 comments were about keeping FSLC open or being satisfied with current provision and 51 comments suggested making improvements to provision.

It is clear from the above that any future leisure provision would need to identify and respond to the unique needs of current Foleshill users – with the centre currently having a high proportion of users who: walk to the centre; are from BME groups, and; have Muslim or Sikh religious beliefs and associated cultural needs.

However, analysis suggests that if the above needs were catered for, at least half of current FSLC users would find it easy to transfer to another facility - with over half of users currently using other centres and a similar proportion of members/users living within a mile of Centre AT7.

15. Are there any gaps in the consultation?

The survey and consultation can only reflect the views of those who participated in the survey. The views of centre users, members and local non-users of FSLC who did not take part in the survey (via post, on-line or standpoint), the Ward Forum discussions or design consultation will not have been captured in the above.

16. Following the consultation, what additional equality issues have emerged?

- The provisions of men-only and women-only activities currently provided at FSLC are very important to its users
- Despite over half of the responses of users of FSLC accessing the site by car, there remain concerns about how accessible re-provisioned facilities at Centre AT7 would be for many FSLC users.
- Being in a comfortable environment and being with friends, family and community is very important. A large number of FSLC users identified the importance of the community feel of the centre and that this was a significant factor in participation.

17. Which of the options have changed following consultation and equality analysis, and how?

Option F – to include:

- Specific activity programming to respond to equalities issues. For example, the provision of men-only and women-only activities would need to be incorporated into agreements for the operation of re-provided facilities at Centre AT7.
- Transport to be provided for key group sessions at Centre AT7
- Engagement with bus operators around new routes or re-routing of existing services to facilitate greater access to Centre AT7.
- Inclusion of a cycle route from Foleshill to Centre AT7 as part of the Local Sustainable Transport Fund provision.
- An audit of current sports development outreach and leisure provision in Foleshill and the identification of gaps in provision and relocating of existing services.
- Provision of sports and leisure activities in community venues in the Foleshill area.
- Staff training at Centre AT7 to raise awareness of the specific cultural and religious needs of potential users.

In addition to the above, the proposed design of the wetside changing facilities at Centre AT7 was fundamentally altered from a 'village' design to better facilitate men-only and women-only changing following consultation with Muslim men and women who guided, supported and endorsed the new design.

Equality impact of final option

18. Please confirm below which option has been chosen for implementation.

Option F - Re-provisioning of wet-side facilities to Centre AT7

19. Please indicate which of the following best describes the equality impact of this analysis.

- There will be no equality impact if the proposed option is implemented
- There will be positive equality impact if the proposed option is implemented. (see note below)
- There will be negative equality impact if the preferred option is implemented, but this can be objectively justified. Please state clearly what this justification is and what steps will be taken to ameliorate the negative impact.

It is anticipated that, through the provision of new, high quality leisure facilities, the recommendations would deliver increased levels of public participation in sport and active recreation and could make a significant contribution to positive health outcomes within the north east of the city. Initial modelling work suggests that the provision of new aquatic and community facilities at Centre AT7 would result in an increase of 250,000 visits to the centre per annum.

It is also anticipated that the proposal would impact specifically on the following protected groups:

Disability

Data and consultation responses highlighted a high proportion of disabled people within the Foleshill area, and concern regarding the re-provisioning of facilities at Centre AT7 from a number of people from BME groups and and/or of a Sikh or Muslim faith. It is anticipated that disabled people will be positively impacted from the facility re-provisioning proposals at Centre AT7. The proposed new, modern fit-for-purpose facilities will be more accessible and have better parking provision than those currently at FSLC.

Religion and Belief

Concerns raised in the design consultation relating to religion or belief have been mitigated through a complete redesign of the proposed changing facilities at Centre AT7 and the recognition of the importance of programming women-only and men-only activities into future facility programmes.

(Cont.)

Deprivation/Economic Disadvantage

Issues of deprivation/economic disadvantage, although not a protected characteristic under equalities legislation, have been considered through this process and mitigation measures have been proposed to moderate their impact. These include the provision of sports and leisure activities in local community venues; consistency in pricing structures with other public leisure facilities in the city, and; specific transport provision to Centre AT7 for key group sessions and further discussions with bus operators around public services to Centre AT7.

20. What will be the impact on the workforce following implementation of the final option? Please make reference to relevant equality groups (as protected under the Equality Act).

The recommended option proposes investment in the development of wet-side (including swimming pools), community and associated service facilities at Centre AT7 and the subsequent decommissioning and closure of FSLC.

Any changes to staffing structures across CST and CSF resulting as a consequence of the recommended option would be subject to change proposals presented by each organisation and would be managed independently by CST and CSF as the employer(s) of all potentially affected staff.

For the purposes of monitoring impact, the current profile of staffing at FSLC and Centre AT7 are as follows:

FSLC:

Total number of staff = 98

Male = 37, Female = 61

Race: White British = 87; Asian/Asian British = 6; Mixed = 1;

Black/Black British = 1; Other = 3

Age: 16-25 = 53; 26-35 = 14; 36-45 = 8; 46-55 = 16; 56- 65 = 4; 65+ = 3

Centre AT7:

Total number of staff = 42

Male = 18, Female = 24

Age: 16-25 = 13; 26-35 = 10; 36-45 = 10; 46-55 = 6; 56-65 = 2; 66+ = 0

Formal decision-making process

Please detail below the committees, boards or panels that have considered this analysis

Name	Date	Chair	Decision taken
EQIA Steering Group	25.01.2013	Jenni Venn	Approve and endorse the Equality and Consultation Analysis.

Approval

This equality analysis has been completed by:

Officer

David Nuttall, Service Manager Sports and Arts

Service Manager

David Cockroft, Assistant Director, City Centre and Development Services

**Note: Failure to comply with duties on equalities and consultation will put the Council (and specifically the elected member or officer making the decision) at risk of judicial review*

Director

Martin Yardley, Director, City Services and Development Directorate

Elected Member

Cabinet Member (Community Safety and Equalities) – Cllr Phillip Townshend

Date

8th February 2013

Monitoring and Review

This section should be completed 6-12 months after implementation

- a) Please summarise below the most up to date monitoring information for the newly implemented service, by reference to relevant protected groups.

- b) What have been the actual equality impacts on service users following implementation?

Analyse current data relating to the service and think about the impact on key protected groups: race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, gender reassignment.

It may help to answer the following questions: Since implementation

- Have there been any areas of low or high take-up by different groups of people?
- Has the newly implemented service affect different groups disproportionately?
- Is the new service disadvantaging people from a particular group?
- Is any part of the new service discriminating unlawfully?

- c) What have been the actual equality impacts on the workforce since implementation?

Council – 19th March 2013

**Recommendations from
Cabinet – 5th March 2013**

139. **Coventry Health and Well-Being Strategy**

The Cabinet considered a report of the Director of Public Health, which sought approval of the Coventry Health and Well-being Strategy.

The report indicated that the 2012 Health and Social Care Act, which would take effect on 1 April 2013, introduced significant changes across Health and Social Care. Amongst these changes was the requirement for Local Authorities to establish Health and Well-Being Boards to maintain an overview of the health, social care and wellbeing of the local population.

Health and Well-Being Boards would carry specific responsibilities. These responsibilities included leading the development of the local Joint Strategic Needs Assessment (JSNA) and Joint Health and Well-being Strategy (JHWS). The JHWS was a key document as it would inform the strategies for both health and social care commissioners, who would be expected to work together to deliver the identified priorities.

In preparation for the introduction of the Health and Social Care Act Coventry had established a Shadow Health and Well-Being Board. While in shadow form, and in anticipation of an imminent statutory responsibility, the Board had focused on the development of the JSNA and the Coventry Health and Well-Being Strategy in readiness for going live in April 2013.

The development of the strategy has been an extensive process of stakeholder engagement and consultation. As a result of this work, the Shadow Health and Well-Being Board agreed to accept the strategy at its December meeting and adopt the a number of strategic themes and priorities, which were detailed within the report. A copy of the Strategy was appended to the report submitted.

RESOLVED that, after due consideration of the options and proposals contained in the report and matters referred to at the meeting, the Cabinet recommends that the City Council approve the Coventry Health and Well-Being Strategy attached as Appendix 1 of this report.

This page is intentionally left blank

Cabinet
Council

5th March 2013
19th March 2013

Name of Cabinet Member:

Cabinet Member (Children, Young People and Learning) and Chair of Coventry Shadow Health and Well-Being Board – Councillor O’Boyle
Cabinet Member (Health and Community Services) – Councillor Mrs Lucas

Director Approving Submission of the report:

Director of Public Health

Ward(s) affected:

All

Title:

Coventry Health and Well-Being Strategy

Is this a key decision?

Yes

The proposals within the report are likely to impact on residents across the whole of the City.

Executive Summary:

The 2012 Health and Social Care Act, which takes effect on 1 April 2013, introduces significant changes across Health and Social Care. Amongst these changes is the requirement for Local Authorities to establish Health and Well-Being Boards to maintain an overview of the health, social care and wellbeing of the local population.

Health and Well-Being Boards will carry specific responsibilities. These responsibilities include leading the development of the local Joint Strategic Needs Assessment (JSNA) and Joint Health and Well-being Strategy (JHWS). The JHWS is a key document as it will inform the strategies for both health and social care commissioners, who will be expected to work together to deliver the identified priorities.

In preparation for the introduction of the Health and Social Care Act Coventry has established a shadow Health and Well-Being Board. While in shadow form, and in anticipation of an imminent statutory responsibility, the Board has focused on the development of the JSNA and the Coventry Health and Well-Being Strategy in readiness for going live in April 2013.

The Coventry Health and Well-Being Strategy was subject to consultation and was agreed by the Health and Well-Being Board in its December meeting. Cabinet and Council are requested to adopt the Coventry Health and Well-Being Strategy.

Recommendations:

1. Cabinet are requested to recommend that the Council approve the Coventry Health and Well-Being Strategy attached as Appendix 1 of this report.
2. Council are requested as of the 1st April 2013 to approve the Coventry Health and Well-Being Strategy attached at Appendix 1 of this report in anticipation of an imminent statutory responsibility.

List of Appendices included:

Appendix 1 – Coventry Health and Well-Being Strategy

Appendix 2 – Equality and Consultation Analysis.

Background papers:

None

Other useful documents

- 1) Health and Social Care Act:

<http://services.parliament.uk/bills/2010-11/healthandsocialcare.html>

- 2) Joint Strategic Needs Assessment and Joint Health and Well Being Strategies explained – Commissioning for Populations.

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_131733.pdf

- 3) Coventry's Joint Strategic Needs Assessment:

http://www.coventry.gov.uk/downloads/download/2174/joint_strategic_needs_assessment_2012

- 4) Council Report 21st February 2012 – Transforming Public Health

<http://moderngov.coventry.gov.uk/Data/Council/201202211400/Agenda/0713%20-%20Transforming%20Public%20Health.pdf>

Has it been or will it be considered by Scrutiny?

Yes – Scrutiny Board One and Scrutiny Board Five, 24th October 2012

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

Yes – Coventry Shadow Health and Well-Being Board, 10th December 2012

Will this report go to Council?

Yes – 19th March 2013

1. Context (or background)

- 1.1 The 2012 Health and Social Care Act represents significant changes across Health and Social Care. Amongst these changes is the requirement for Local Authorities to establish Health and Well-Being Boards to maintain an overview of the health, social care and wellbeing of the Coventry population.
- 1.2 In preparation for the introduction of these changes, which take effect in April 2013, Coventry City Council has established a Shadow Health and Well-Being Board which includes membership across Health (including University Hospital Coventry and Warwickshire and Coventry and Rugby Clinical Commissioning Group), Social Care and other key partners including West Midlands Fire Service and West Midlands Ambulance Trust. The Coventry Shadow Health and Well-Being Board has taken a broad view of Health and Well-Being in order that it may take action across the life course to improve the public health issues that have been prevalent in Coventry for too long.
- 1.3 Health and Well-Being Boards will have some specific responsibilities under the Health and Social Care Act 2012 once it takes effect. These responsibilities include the development of the local JSNA along with a Health and Well-Being strategy. The JSNA is to provide a comprehensive analysis of the current and future needs and assets of an area. The Health and Well-Being Strategy will use the information from the JSNA to set out commissioning priorities that will inform the strategies for both health and social care commissioners, who will be expected to work together to deliver the priorities identified.
- 1.4 In anticipation of imminent statutory responsibilities, the Coventry Shadow Health and Well-Being Board has led the development of the Coventry Health and Well-Being as a response to the challenges posed by the JSNA. The development of the strategy has been an extensive process of stakeholder engagement and consultation. As a result of this work, the Shadow Health and Well-Being Board agreed to accept the strategy at its December meeting and adopt the following strategic themes and associated priorities as detailed in the strategy:
- 1.5 Theme One -Healthy people
Enabling all to maximise their health and wellbeing outcomes across the lifecourse, and the entire care pathway. There is a particular focus on early years, where there is the most scope for prevention, and older people, who carry the largest burden of ill health. Both the general population outcomes and those for particular high risk groups will be improved through a partnership approach.
- Initial priorities;
- Early Years (prenatal to age 2)
 - Older people
- 1.6 Theme Two - Healthy Communities
Working with our communities to empower them to sustain good health and well-being, and address the broader determinants of health, using asset-based approaches.
- Initial priorities;
- Obesity (maternal and childhood)
 - Mental Wellbeing
 - Domestic Violence and abuse

- Sexual Violence

1.7 Theme Three - Reduce variation

Identifying and intervening for disadvantaged groups; those at high risk of poor outcomes. These groups would include migrant health, disabilities and looked after children for example. Variations in outcomes across the population will be addressed.

Initial priorities;

- Smoking
- Alcohol
- Infectious Diseases

1.8 Theme Four - Improve outcomes

Maximising the health and wellbeing outcomes for the population of Coventry, by focusing on those areas where there are major opportunities to raise the health and wellbeing up to the level of the most healthy people in England.

Initial priorities;

- Cancer (for Year 1)
- Variation in primary care
- Lifestyle risk management (Making every contact count)

- 1.9 The Strategy was subject to consultation and was agreed by the Health and Well-Being Board in its December meeting and the board will take the lead role in monitoring delivery against the strategy. Cabinet and Council are requested to adopt the Coventry Health and Well-Being Strategy.

2. Options considered and recommended proposal

- 2.1 Cabinet are requested to recommend that the Council approve the Coventry Health and Well-Being Strategy attached as Appendix 1 of this report.
- 2.2 Council are requested to approve the Coventry Health and Well-Being Strategy attached at Appendix 1 of this report in anticipation of an imminent statutory responsibility.

3. Results of consultation undertaken

- 3.1 Consultation on the Health and Well-Being Strategy was carried out between 17th September and 30th November 2012. The consultation included an internet based survey along with meetings and workshops, those who wished to comment in the course of the consultation were also able to e.mail Public Health directly.
- 3.2 The web-based survey generated 11 responses, with 7 of these responses from members of the public and 4 from organisations. A further 10 responses were submitted directly to Public Health via e.mail. All of these 10 responses were from organisations including Myton Hospice, Warwick Medical School and West Midlands Special Needs Transport. The consultation also directly engaged the Learning Disabilities Partnership Board, the Older Peoples Partnership Board and the Physical and Sensory Impairment Reference Group with a further session being held at Whitley Academy.
- 3.3 The range of responses were varied with a number being in relation to the inclusion of particular groups within the strategy, as a general theme those that responded considered that some groups were particularly under-represented or not represented at all. Other comments related to a lack of detail and specifics within the strategy and the understating

of the impact the strategy would have on the broader determinants of health including jobs and employment.

- 3.4 As the strategy is a high level strategy which is based largely on the JSNA, it is not feasible or possible for it to address at once all the areas within the City that impact on Health and Well-Being. The strategy was deliberately drafted to focus effort on a smaller number of key areas where it is considered that the greatest impact could be achieved through the Health and Well-Being board. Therefore, the exclusion of some specific issues and lack of focus on specific groups is not to be interpreted as a lack importance of these groups.
- 3.5 The issues raised in the consultation were presented to the Shadow Health and Well-Being board at its December meeting. As a result of the consultation some changes were made to the strategy including the need for commissioners and providers to explicitly consider both the need and access to services for specific groups and to publicise the prioritisation criteria used in developing the strategy.

4. Timetable for implementing this decision

- 4.1 From when it takes effect on 1st April 2013 the Health and Social Act 2012 requires Health and Well-Being Boards to produce a Health and Well-Being strategy. Action plans will be put in place against each of the priority areas when the board takes on its statutory functions in April 2013.

5. Comments from Director of Finance and Legal Services

5.1 Financial implications

There are no direct financial implications to the Council regarding the Coventry Health and Well-Being Strategy. The strategy commits the City Council and the other partners to deliver against its priorities using existing resources.

5.2 Legal implications

The Health and Social Care Act 2013 amends s116 of the Local Government and Public Involvement in Health Act 2007 so that local authorities and each of its partner clinical commissioning groups must undertake a Joint strategic needs assessment and produce and publish a joint health and wellbeing strategy.

S. 196 (2) Health and Social Care Act delegates this s116 duty to the Health and Wellbeing Board.

In preparing its strategy consideration must be given to the extent to which the needs could be met more effectively by the making of arrangements under s75 National Health Service 2006 (rather than in any other way), any guidance issued by the Secretary of State and must involve in the preparation the Local Healthwatch organisation and the people who live or work in the area.

S116B places a duty upon the local authority and each of its partner clinical commissioning in exercising any of its functions to have regard to the assessment and strategy.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

This Coventry Health and Well-Being strategy will support the delivery of key objectives through making a positive contribution to the Health and Well-Being to improve the public health issues that have been prevalent in Coventry for too long.

This will support the delivery of the Council Plan 2011-14, in particular the priority outcomes; 'Coventry, proud to be a city that works... to support and celebrate our young people', through the priority of early years; and 'Coventry, proud to be a city that works... to protect our most vulnerable residents', through the priority of older people.

6.2 How is risk being managed?

The Coventry Health and Well-Being strategy will be accompanied by an action plan against each priority which seeks to ensure that progress is made and the risks associated with each area of activity are managed.

6.3 What is the impact on the organisation?

The work of the Shadow Health and Well-Being Board, and the agreement of board members to the Coventry Health and Well-Being Strategy demonstrate the commitment of all partner organisations to improve health across the City.

6.3 What is the impact on the organisation?

There is no direct impact identified on staffing/human resources, information and communications technology, accommodation, assets, or the council's corporate parenting responsibilities as a result of adopting the strategy.

6.4 Equalities / EIA

An Equalities and Consultation Analysis (ECA) has been carried out and is attached at Appendix 2.

Significant health inequalities exist in Coventry and the strategy gives the framework to start to address these inequalities in a co-ordinated way with partner organisations working together through the Health and Well-Being Board.

6.5 Implications for (or impact on) the environment

None identified.

6.6 Implications for partner organisations?

The Shadow Health and Well-Being Board has membership across a range of partners including the City Council, Health (including University Hospital Coventry and Warwickshire and the Coventry and Rugby Clinical Commissioning Group), local Universities, West Midlands Fire Service and West Midlands Ambulance Service. The strategy commits these organisations to deliver against the identified priorities.

Name and job title:

Pete Fahy, Assistant Director (Community Services)

John Forde, Consultant in Public Health

Directorate:

Public Health Directorate

Tel and email contact:

024 7683 3555

Peter.Fahy@coventry.gov.uk

024 7683 2541

John.Forde@coventrypct.nhs.uk

Enquiries should be directed to the above.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Ruth Tennant	Consultant in Public Health	Public Health Directorate	25/1/13	30/1/13
Cat Parker	Executive Project Manager	Community Services	25/1/13	30/1/13
Simon Brake	Assistant Director (Policy, Performance and Health)	Community Services	25/1/13	29/1/13
Brian Walsh	Director	Community Services	25/1/13	4/2/13
Colin Green	Director	Children, Young People and Learning	23/1/13	27/1/13
Names of approvers for submission: (officers and members)				
Finance: Ewan Dewar	Lead Accountant (Community Services)	Finance & Legal Services	25/1/13	28/1/13
Legal: Julie Newman	Senior Solicitor	Finance & Legal Services	25/1/13	1/2/13
HR: Carol Williams	Human Resources Manager for Community Services	Customer and Workforce Services	25/1/13	5/2/13
Director: Jane Moore	Director of Public Health	Public Health Directorate	25/1/13	5/2/13
Members: Cllr Jim O'Boyle	Cabinet Member (Children, Learning and Young People) Chair of Shadow Health and Well-Being Board	Coventry City Council	1/2/13	4/2/13
Cllr Ann Lucas	Cabinet Member (Health and Community Services)	Coventry City Council	4/2/13	5/2/13

This report is published on the council's website:

www.coventry.gov.uk/councilmeetings



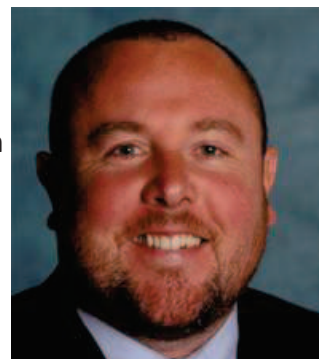
Joint Health and Wellbeing Strategy for Coventry

December 2012

Foreword

As chair of the Coventry Health and Well-Being Board I am committed to providing leadership to address the long term health inequalities that have for too long blighted our City.

The simple fact that there is a difference in life expectancy of approximately 11 years across Coventry is not acceptable and cannot be allowed to continue.



This strategy will make a difference and as Chair of the Health and Well-Being Board I will provide the leadership to ensure that it does. In signing up to this Strategy the City Council, along with other members of the Coventry Health and Well-Being Board accept the challenge of addressing the health inequalities that are prevalent in Coventry. Although we recognise that this will take time, resources, and significant effort over a prolonged period we are determined to start now and act positively, decisively and differently to how we have acted before. Six themes, known as the 'Marmot Themes' were identified in February 2010 by Professor Michael Marmot in his report 'Fair Society, Healthy Lives'. These themes identify the wider social determinants of ill-health and have been adopted by the Coventry Health and Well-Being Board. These six themes are as follows:

- Giving every child the best start in life.
- Enabling children, young people and adults to maximise their capabilities and have control over their lives.
- Creating fair employment and good work for all.
- Ensuring a healthy standard of living for all.
- Creating and developing healthy and sustainable places and communities.
- Strengthening the role and impact of ill-health prevention.

Making progress against these themes will require a concerted effort across a range of stakeholders. The role of Health will be critical in this and the changes being introduced through the introduction of the Health and Social Care Act 2011 gives an opportunity for Health commissioners, through Clinical Commissioning Groups, to commission differently to improve the long term health of the population overall. The Health and Well-Being Board will take a key role in overseeing this activity along with the activity of other key commissioners in the City.

Addressing inequalities is a matter for a range of stakeholders as the health of the City's population is influenced by a range of factors which include:

Joint Health and Wellbeing Strategy for Coventry

- Outdoor spaces and buildings
- Transportation
- Housing
- Opportunities for social participation
- Respect and social inclusion
- Civic participation and employment
- Communication and information
- Community support and health services
- Education and life-long learning

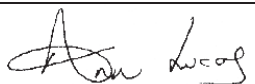




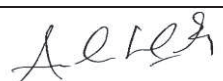
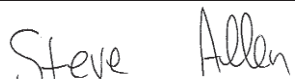







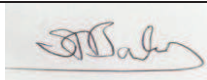
As the work of the Health and Well-Being Board develops, an overview, and strategic input into this range of health influencers will be required to ensure long term and sustainable progress is being made. We need to be determined to start now and act positively, decisively and differently to how we have acted before. Through signing up to this Health and Wellbeing Strategy, Board members are expressing their intent to do things in a way they have not been done before in order to improve the health of the City's population.

As chair of the Board I will provide the leadership to ensure that they do.



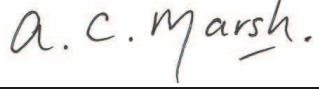

Cllr O'Boyle

Chair of Coventry Health and Well-Being Board

Parties signed up to the Joint Health and Wellbeing Strategy for Coventry

Organisation	Principle lead	
Coventry City Council	Councillor Ann Evelyn Lucas	
Coventry City Council	Councillor John Mutton	
Coventry City Council	Councillor Hazel Noonan	
Coventry City Council	Councillor Jim O'Boyle	
NHS Commissioning Board	Sue Price	
University Hospital, Coventry and Warwickshire	Andy Hardy	
Coventry and Rugby Clinical Commissioning Group	Steve Allen	
Coventry and Warwickshire Partnership Trust	David Allcock	
Coventry LINK	David Spurgeon	
Coventry Partnership	Charley Gibbons	
Coventry University	Howard Davis	
Children, Learning and Young People Directorate	Colin Green	
Community Services Directorate	Brian Walsh	
Public Health Directorate	Jane Moore	
Voluntary Action Group	Stephen Banbury	

Joint Health and Wellbeing Strategy for Coventry

Voluntary Organisations Disability Group	Gill Boston	
Warwick University	Sudhesh Kumar	
West Midlands Ambulance Service	Anthony Marsh	
West Midlands Fire Service	Steve Taylor	

Health and Wellbeing Strategy for Coventry

Our vision is to improve the health and wellbeing of all people who live in Coventry.

Our aim is to improve health and wellbeing levels in Coventry so they match the best in the country. We want to reduce the gap in life expectancy between the wealthier and more deprived parts of the city, improving the health of our most vulnerable groups so it matches the best in the city.

We want to maximise the number of years people live free of illness and disability and ensure that everyone has access to good quality health services, irrespective of where they live, so that people can access the preventative services they need to stop them getting ill. And we want to intervene early when needed, so people can benefit from treatments which are known to prevent common conditions, such as coronary heart disease and diabetes.

We will do this by working with a whole range of partners across local government, the NHS, local communities and the voluntary sector to take every opportunity and use all resources at our disposal, to reduce health inequalities, prevent ill-health and promote wellbeing.

We will put local communities at the heart of what we do, working with them to identify their needs and to collectively find solutions that build on the assets in local communities.

This vision will be delivered by:

- Clear leadership by the Health and Well-being Board.
- Strong partnership working across local government, the NHS (including the Clinical Commissioning Group, Coventry and Warwickshire Partnership Trust and UHCW), the voluntary sectors and local communities.
- Effective engagement with local people to understand their health needs, building on the strengths in local communities and using behavioural insight to bring about sustained behaviour change.
- Clear local priorities, based on a rigorous analysis of local health need, described in the City Council's Joint Strategic Needs Assessment (JSNA) with clear areas for action by all local partners, described in the Health and Wellbeing Strategy.
- Effective scrutiny and challenge from the Council's scrutiny boards and HealthWatch.

What is the Joint Health and Wellbeing Strategy?

From April 2013, all Local Authorities will have a new Board called the Health and Wellbeing Board (HWBB), and it is their responsibility to work together to improve the health and wellbeing of the people living in the area that they serve. Coventry’s Health and Wellbeing Board has been working in shadow form for over a year in Coventry, and includes local commissioners – people that choose and purchase the services paid for by public’s money - across the NHS, public health and social care as well as elected representatives, and representatives of the Local Involvement Network (LINK – to be replaced by HealthWatch).

The first stage of the process is the development of a Joint Strategic Needs Assessment (JSNA) which looks at the key issues that affect the health and wellbeing of local people, based on information such as rates of disease in different groups, whether actions are being taken to improve health and whether these are successful and based on good evidence. From this, the Health and Wellbeing Board select those key priorities that they think are the most important for the range of partners in the HWBB to tackle jointly, though working in partnership. These priorities form the Joint Health and Wellbeing Strategy. They are discussed widely before being agreed; this document (the draft Joint health and Wellbeing Strategy) and the consultation process alongside it are one way in which these discussions are taking place.

This document does not contain detailed information on exactly how we will tackle these issues. The HWBB will require partners to work together to produce detailed plans (or to review existing plans), and to carry out those actions. The HWBB will expect partners to report back on progress and to explain their achievements against a set of measures, some of which (the outcome measures i.e. the actual impact on health or wellbeing) are summarised in this document.

The organisations and City Council Directorates represented on Coventry’s HWBB are;

Children, Learning and Young People Directorate	NHS Commissioning Board
Community Services Directorate	Public Health Directorate
Coventry and Rugby Clinical Commissioning Group	University Hospital, Coventry and Warwickshire
Coventry and Warwickshire Partnership Trust	Voluntary Action Group
Coventry City Council - Councillors	Voluntary Organisations Disability Group
Coventry LINK	Warwick University
The Coventry Partnership	West Midlands Ambulance Service
Coventry University	West Midlands Fire Service

Our Story

Coventry is a city that has more poor areas than rich areas. This means that has a negative impact on the health and wellbeing of many people in the city across a number of key measures compared with the rest of the West Midlands Region and England.

People who are poorer, less well educated and who live in more deprived areas, suffer more negative effects on their health and wellbeing. The difference in life expectancy between the poorer and richer parts of the city is too big and needs to be addressed, both for men and women.

Poor health and wellbeing is a result of a huge variety of factors that people experience during their lifetime. Many of these factors are related to people's behaviours (smoking, alcohol, diet); the place where they live and work (housing, transport, access to services); and the communities they belong to (feeling safe, access to greenspace, leisure etc).

If we want to improve the health and wellbeing of people in Coventry and to really tackle health inequalities it is these factors that we must change.

This will only be achieved by effective partnership working across all of the organisations, sectors and agencies in the city with the people of Coventry

It is the hope of the Coventry HWBB that through the organised efforts of all partners in the city, who are well placed to influence these factors, that we can make a real contribution to improving the health and wellbeing of the people of Coventry.

In Coventry we are worse off than many parts of the UK. There are serious social issues that mean we are not as healthy and prosperous as we could be, for example:

- 13% of children in Coventry leave school with less than five good GCSEs
- 28% of children in Coventry grow up in poverty
- 24% of people in Coventry still smoke
- 20% of Year 6 children in Coventry are obese
- 50% of people in Coventry drink more than the recommended maximum level of alcohol on at least 1 day per week; 4% exceed it on more than 3 days per week.

Improving health and reducing health inequalities requires effort on a broad front. Through our Joint Strategic Needs Assessment we asked a number of key questions (see box below) and the answers to these questions helped to form a number of key priorities. These priorities have been developed into the four main themes of this strategy.

Questions asked to inform the JSNA;

What are the main issues affecting the health of those who live in Coventry?

For each issue;

1. Is there more that could be done to tackle this issue?
2. Is the delivery of this important to all partners?
3. Is it of strategic importance? (e.g. does it influence health inequalities, is it an area where outcomes are poor)
4. Is there considerable impact? (in terms of health impact and number of people adversely affected)

Theme One - Healthy people

We want to improve the health of everyone in the city from 'cradle to grave'. To do that we must tackle the issues that are sending far too many people to an early grave in the city.

In tackling these issues all partners will work together with the people of Coventry to improve their health.

We understand that by focusing on the first few years of life we have the greatest opportunity of getting in early and preventing many of the harmful influences on health and promoting positive behaviours.



Coventry Olympic Ambassadors

We are focusing on the first few years of life as we now understand how crucial these are in preventing many of the problems that will affect children as they grow up and in their later life. What we do to give children the best possible start in life has to happen in their first two years as we now know how crucial this period is to improving the life chances of each child in the future.

There is a particular focus on early years, where there is the most scope for prevention, and older people, who carry the largest burden of ill health. Health levels for the general population as well as those for particular high risk groups will be improved through a partnership approach.

Initial priorities;

- Early Years (pre-natal to two-years-old)
- Older people

Theme Two - Healthy Communities

We understand that working in partnership with our communities will be important to support them to sustain good health and wellbeing, and address many of the broader issues that impact on their health. This will be done by using approaches that identify the strengths of a community as a start to build and grow something that will last in to the future. Communities are our greatest strength and we need to build on that strength.

Initial priorities;

- Obesity (maternal and childhood)
- Mental Wellbeing
- Domestic Violence and abuse
- Sexual Violence



Theme Three - Reduce variation

We know that there are differences in health between communities within the city. We will work with the worst affected groups where health is the poorest, including migrant health, people with disabilities and looked after children. Variations in health across the population will be addressed.

Initial priorities;

- Smoking
- Alcohol
- Infectious Diseases

Theme Four - Improve outcomes

There are a number of key health measures where Coventry does not perform well. These health measures relate to the most common illnesses and conditions that people are chronically sick or dying too early from.

We want to improve those measures for the people of Coventry so that they match the level of the best in England.

Initial priorities;

- Cancer (for Year 1)
- Variation in primary care
- Lifestyle risk management (Making every contact count)

Cross cutting themes

There are a number of key cross cutting themes that will support us in tackling these issues:

- Prevention - there should be a focus on stopping people getting ill. By getting in early we will prevent many problems from happening.
- Partnership working – we will build on the strong partnership working in Coventry to make sure that services are more joined up, easier to access and designed with the input of users for users.
- Community engagement – Coventry has many strengths and we need to ensure that those strengths are identified and built upon, rather than focusing on the problems.

What causes ill health in Coventry?

People living in Coventry are more likely to die at an early age than people living in England as a whole. The kinds of diseases that cause this earlier death include cancers, heart disease, stroke, infectious diseases, diseases that affect breathing (Bronchitis) and liver disease.

Many of these diseases are caused, or are made worse, by the surroundings in which people are born, grow-up, live, work and grow old.

These are events that take place across the life time of all of us – a life course. What we now understand about looking at the life course is that it is a good way to look at how to improve the health and wellbeing of all ages, young and old.

Improving the lives of those most at risk

People who are born into the poorest of conditions tend to have poorer education, lower wages and poorer health than those born into the best. For example in Coventry, a man born in the city centre is likely to die, on average, almost 11 years earlier than a man born in the Banner Lane area.

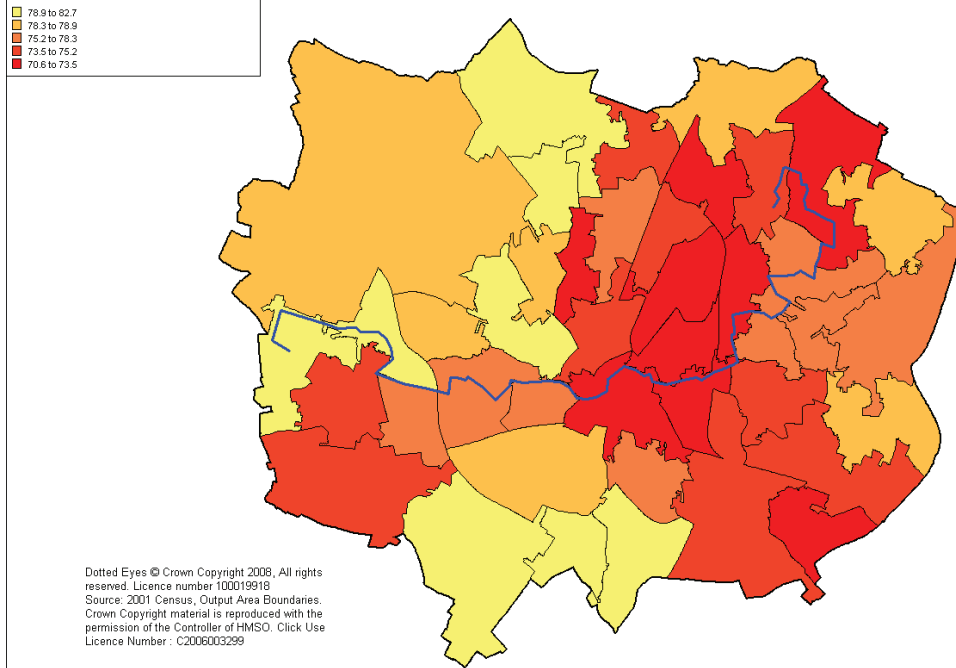
The map below shows the different life expectancy across the city, from shortest (dark red) to the longest (pale yellow). The blue line shows the number 10 bus route. Along this route, life expectancy for males varies from almost 83 to just under 71 years of age.

A key part of our aim is to improve the health of those in the city until they match the health outcomes of the best in Coventry. To achieve this we will consider these groups in all of the services that are provided in Coventry. We may need to make services easier to access, or deliver them in different ways. These groups might be defined by their

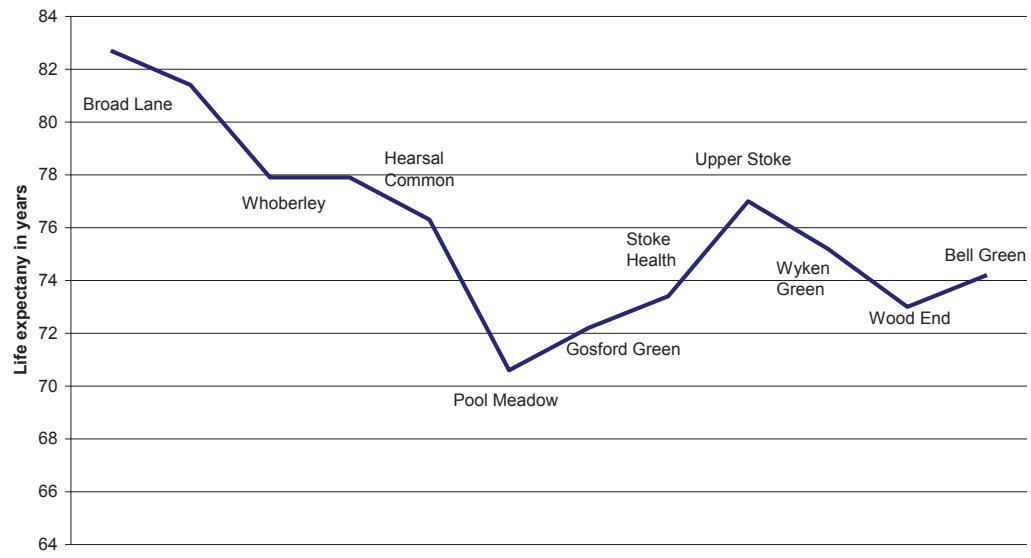
- age
- sex
- race
- religion or belief
- disability including physical and mental impairment
- gender re-assignment
- marriage and civil partnership
- pregnancy and maternity
- sexual orientation
- any factor that may lead to a group being disadvantaged (such as carers), or excluded from society (such as homelessness).

Male life expectancy at birth in years 2005-9 and the number 10 bus route

Male Life Expectancy (in years) 2005-9 and the number 10 bus route



Life expectancy at birth (2005-9) along the number 10 bus route



Key areas for action in Coventry

Healthy People

Throughout your life, many different factors can affect your health and wellbeing. To help people to be as healthy as possible we will work to prevent poor health in the first place, to detect and treat health problems early, and to provide the best support for people who have poor health or wellbeing.

This year, there are two particular stages of life that people have told us Coventry should focus on. In the Early Years (0 to 2 years), there is the greatest opportunity to improve future health, and we should aim to give every child the best start in life. We also should focus on supporting older people to have the best quality of life, even if they have health problems.

Early years

You have told us that supporting children and their families is particularly important in Coventry. We know that by the time a child goes to school, there are already differences in their development. These differences are strongly linked to their future health, wellbeing and life expectancy.

We want to support families to help their children to have the best chances for a long and healthy life. We need to provide this support early because we know that the earlier it is provided, the bigger the impact.



Supporting breast feeding

Family Nurse Partnership

The Family Nurse Partnership works alongside health visitors by providing more intensive support for those who need more help to care well for their children and themselves.

Specially trained nurses visit young mothers in their own homes throughout their pregnancy and up until their child reaches two years of age. They provide intensive support, which could include offering help in giving up smoking or setting goals around finishing education or taking up a new course. It may also include supporting them to deal with the practical, social and emotional aspects of becoming a parent. This programme has been shown to benefit both children and their parents.

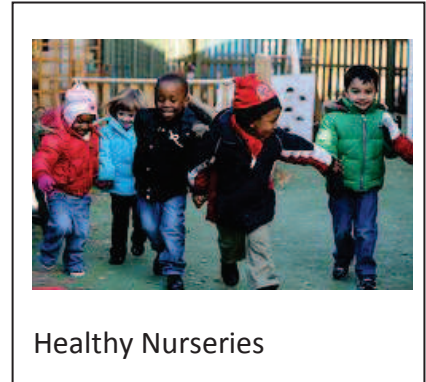
What should we do in Coventry?

In order for us to give every child born in Coventry the best possible start in life there are a number of things we will need to focus our efforts on.

Firstly, we need to focus on reducing the number of families living in poverty by supporting them into work and for them to be able to access safe and affordable housing

We understand that you want us to help families to provide safe and supportive homes for their children. This creates the right surroundings in which a child can thrive and develop.

We also understand that you want us to support parents so that they can help in the development of their children, so that they will be ready for school.



We will work towards ensuring that every parent in the city can easily access the right level of parental advice and support for their needs. We will work with families to help them to live healthy lifestyles, for themselves and their children by making sure that they can access advice and support services easily.



Secondly, we recognise that we have an important role to play with other partners in supporting our vision.

We understand that you want us to join up all of the services that work with young children and their families, through the Healthy Child Programme, so that you and your children are better supported in achieving better health.

As partners we will be reviewing all services working to keep children safe in Coventry.

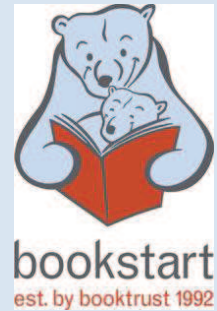
Thirdly, we acknowledge that much of this can only be achieved by helping communities to develop and flourish.

We will support this goal by making sure that services are available where they are needed, and when they are needed. We will continue to build on the good work with communities to identify their strengths and the areas that they would like to improve.

Bookstart in Coventry

Bookstart helps people to enjoy books with their children from as early an age as possible, with the gift of free books to all children at two key ages before they start school.

- Bookstart Baby, for children between 0 and 12 months, which is available from health visitors at local health clinics and libraries.
- Bookstart Treasure for pre-school children, which are given out at early years settings such as playgroups and nurseries in the child(ren)'s pre-school year



Bookstart Bear Club

All Coventry libraries offer The Bookstart Bear Club; a free and fun membership club for babies, toddlers and pre-schoolers. Bookstart in Coventry is co-ordinated by Coventry Libraries and Information Services in partnership with the Coventry & Warwickshire Partnership Trust Early Years and Childcare Service, Coventry Children's Centres and other community services.

For more information on Bookstart please visit the Bookstart website

<http://www.bookstart.org.uk/>

What are we hoping to achieve?

- Reduce the percentage of children living in poverty
- Increase the level of child development at two years of age
- Increase the proportion of children who are 'ready for school' based on the early years foundation stage profile.
- To have fewer children who need to be taken into care

It is anticipated that meeting these achievements will require an increasing proportion of the budget to be spent on Early Years services.

LEAD ORGANISATION(S); CCG /LOCAL AUTHORITY/NCB

LEAD PARTNERSHIP; CHILDREN'S AND YOUNG PEOPLE'S PARTNERSHIP

Further Information

NHS Choices – your pregnancy and baby guide

<http://www.nhs.uk/livewell/abuse/pages/domestic-violence-help.aspx>

NHS Choices – parenting

<http://www.nhs.uk/Conditions/pregnancy-and-baby/Pages/being-a-parent.aspx>

Local parenting support services in Coventry

http://www.coventry.gov.uk/info/200071/parental_support/894/parenting_support

Older People

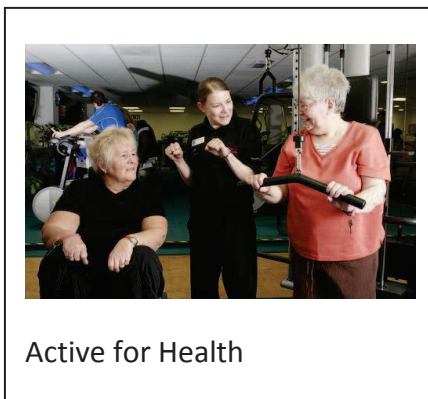
As people age, they are more likely to develop physical and mental health conditions. Physical illnesses such as diabetes, heart disease, arthritis, respiratory diseases and sensory impairments (such as loss of sight or hearing) are often combined with declining mental health, such as dementia. This has an impact on families, especially carers, as well as the affected individuals. Older people – those over retirement age – may suffer deteriorating mental and physical health due to poor housing, poverty, lack of access to transport and experience of, or fear of, crime.



What should we do in Coventry?

We know that the older people of the city want to be supported to live independently for as long as possible.

We will succeed in doing this by focusing on a number of key issues.



Firstly by providing the right services in the right place and at the right time, we aim to support older people to live independently for as long as possible. This might include many different services - from helping people to keep their home warm and safe to providing care at home, and providing support to carers.

We aim to keep people in better health, preventing the sudden worsening of symptoms which often lead to hospital admissions by making sure that they receive the care that they need at the right time and in the right place.

Secondly, as partners we need to ensure that we are better at joining up the services we provide for older people in Coventry across health, social care and the voluntary sector. This means that health and social care will be redesigning their services to improve the experiences and outcomes for older people.

By working through Coventry's Older People Partnership, organisations across Coventry will work together to promote health and wellbeing into old age; including the wider issues such as housing and poverty

We understand that we can achieve our goal for older people's independent living by working with communities and helping them to identify opportunities to improve the health and wellbeing of older people in the city.



Healthy Walks

Fuel poverty

More than 400 households in fuel poverty are set to be helped this year as part of a city-wide initiative to tackle the problem. Households are defined as being in fuel poverty when more than 10 per cent of their income is spent on heating bills.

The main causes of fuel poverty are high energy prices, inefficient heating systems and poor insulation. The issue is a particular problem in Coventry, which has led Coventry City Council to become involved in four partnership schemes targeting the elderly and people living in priority neighbourhoods.

Four projects have been launched over the past year as part of a Coventry City Council drive to help people escape the growing crisis. They include the Warm Home Discount Scheme which is being run in partnership with energy supplier E.ON through which eligible residents can receive cash help with their winter fuel bill.

It has identified more than 4,000 local residents who could be eligible to receive a discount of £130 off their fuel bill, free loft and cavity wall insulation and a free visit from a trained energy assessor to offer money and energy saving tips. More than 400 households have taken up the offer so far which is hoped will make a real difference to them having warmer homes this winter. Other schemes include a city-wide free home insulation scheme with Nuneaton-based Rockwarm, the Warm Front scheme in partnership with Carillion Energy Services and the Keeping Coventry Warm Project.

What are we hoping to achieve?

- Improvements in older people's perception of community safety (where this is currently low)
- Improvements in the proportion of older people who were successfully supported to remain at home following a hospital stay {PH outcome}
- Improving health related quality of life for older people {PH outcome}
- Reducing excess winter deaths

LEAD ORGANISATION(S); CCG /LOCAL AUTHORITY

LEAD PARTNERSHIP; OLDER PEOPLE'S PARTNERSHIP

Further Information

NHS Choices; Men's and Women's Health 60 plus

<http://www.nhs.uk/LiveWell/men60-plus/Pages/Men60-plus.aspx>

<http://www.nhs.uk/LiveWell/women60-plus/Pages/Women-60-plus.aspx>

Local services for older people in Coventry

http://www.coventry.gov.uk/info/200091/services_for_older_people

Healthy Communities

The places where people live can have a large impact on their lives; everything from the layout of the houses, streets and facilities such as shops and schools can have an effect. Building healthier communities involves supporting the local community to identify their strengths and the areas that they want to change.

Obesity

Carrying too much body fat can lead to health problems such as diabetes, heart disease and joint problems, and even makes you more likely to develop some types of cancer. The number of people who are carrying too much body fat has been increasing over the last few decades, and now over a quarter of adults are obese.

Although eating the right amount of the right foods and exercising can help to maintain a healthy weight, the jobs that we do, the food that is available close to our homes and the areas that we live in can all have an effect.

We also know that babies are affected by their mum's weight when they are pregnant, and that children who gain too much weight for their age and height can have health problems when they are children and go on to have poor health when they are adults.

Children, as well as adults, living in our less affluent communities are more likely to become obese, and some ethnic groups are also more likely to have higher rates of obesity in childhood.

Cook and Eat Well

Cook and eat well in Coventry gives you the chance to eat fresh and have fun – without breaking the bank.

Our cooking sessions and recipe ideas should tickle your tastebuds, cut your food bill, and help you look and feel fantastic. The best bit is that it's all FREE

Don't feel you need to be a whizz in the kitchen, or a complete beginner to take part; all skill levels are welcome. So whether you love cooking or steer clear of the kitchen, we're sure to have something to suit your taste!

Held in locations across Coventry, visit <http://www.cookandeatwell.co.uk/events> or contact a member of the team on 02476 588251 or cookandeatwell@groundwork.org.uk



What should we do in Coventry?

We should work to reduce the number of people who become overweight and, therefore, prevent health problems associated with obesity from developing.

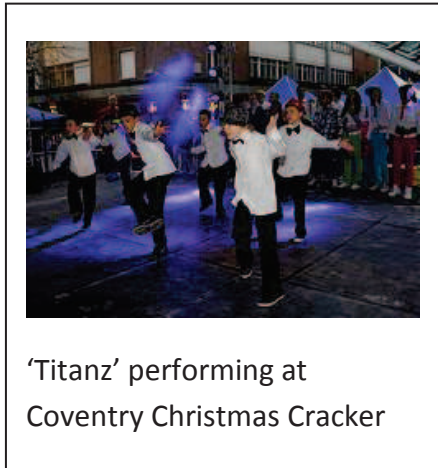
We know that the patterns for this can be set at a very early age and so we will particularly support pregnant women.

At an early stage of pregnancy their weight and physical activity will be discussed with them, and support given if necessary.

We will encourage breastfeeding and give support and advice on how and when different foods should be introduced.



Holbrookes play area



'Titanz' performing at Coventry Christmas Cracker

We will also help families to encourage their children in healthy eating and physical activity, and encourage schools to offer healthy meals and to promote healthy eating and physical activity in a variety of ways.

We will train a wide range of people in how to raise the subject of healthy weight and how to support those that may want to change their lifestyle.

We will also work together to improve access to healthy food options, promotion of sustainable travel and physical exercise in communities.

Spon End Games

Children waved flags from around the world to mark the first day of the Spon End Games.

The event ran over four days and offered plenty of activities for children and adults to try their hand at, including: archery, table tennis, gymnastics and handball, as well as craft activities and activities for the under fives.

Michelle Brodie, from Groundwork West Midlands, who helped to organise the four-day event, said: "After all the hype surrounding London 2012, the children of Spon End had their own chance to try their hand at some Olympic sports.

"All the activities were completely free of charge and everyone was welcome to come and join in."

What are we hoping to achieve?

To increase the proportion of the population who are a healthy weight, and who maintain that healthy weight through a healthy diet and physical activity. A specific goal is to reverse the increase in numbers of children who are found to be obese in Year 6 and Year 11, leading to reduced numbers by 2020.

LEAD ORGANISATION(S); CCG /LOCAL AUTHORITY/NCB

Further Information

The NHS Choices website has useful information on obesity, how to find out if you or your child is a healthy weight and tips on how to increase physical exercise and eat a healthy diet.

www.nhs.uk/conditions/obesity#

<http://www.nhs.uk/conditions/obesity/pages/introduction.aspx>

Healthy weight calc - <http://www.nhs.uk/tools/pages/healthyweightcalculator.aspx>

The Food Dudes Behaviour Change Programme for Healthy Eating

The Food Dudes programme changes children's eating habits for life. To change children's diets for life is not just about giving them good food, you have to find a way of motivating them to eat and enjoy it.

Food Dudes appeals to young children from 4-11 years old, and involves a simple set of steps revolving around a reward system, exciting DVD adventures (starring the Food Dudes) and repeated tasting.

The Food Dudes programme has been received currently by 34 primary schools across Coventry. Over 9,000 pupils have benefited from trying and tasting new fruits and vegetables with the Food Dude Characters and winning prizes for their efforts.

Mental Wellbeing

Mental wellbeing means satisfaction with life, happiness, fulfilment, enjoyment and resilience in the face of hardship. People and populations with higher levels of mental wellbeing are able to function and thrive; for example, to have better physical abilities at an older age.

What should we do in Coventry?

There are 10 ways that have been identified to help Coventry residents to improve their mental wellbeing. Through working with communities to understand their strengths, we will work together to support communities in making improvements. We will also promote these '10 ways to wellbeing' amongst staff of the partner organisations



Jubilee street party in Silverdale Road

10 ways – what are they?

***5 ways to wellbeing**

****5 more ways for Coventry**

Connect	Have rewarding work
Be active	Feel safe and good about where I live
Take notice	Feel good physically
Keep learning	Eat and drink healthily
Give	Sleep well

Feeling Good and Doing Well in Bell Green

A fund has been made available to community members in Bell Green, who can apply for up to £500 a year to support projects that will support the '10 ways to feeling good and doing well' principles, with a simple application process. The projects that are currently being funded include;

- Bell Green Silver Surfers; supporting older people to stay connected with family and friends through making use of the internet
- Bell Green History Group; promotes a positive relationship between different generations of the area through collecting photos and stories across the generations, building up a history of living in Bell Green
- The Next Generation Grandparents; A group to enable grandparents looking after pre-school age children to meet up in the local area and share their experiences, and gain mutual support

What are we hoping to achieve?

- Improvements in wellbeing

LEAD ORGANISATION(S); LOCAL AUTHORITY

LEAD PARTNERSHIP; THE COVENTRY PARTNERSHIP

Further Information

More about Coventry's ten steps to mental wellbeing

<http://www.coventry.gov.uk/wellbeing>

Wellbeing self-assessment tool on the NHS Choices website

<http://www.nhs.uk/Tools/Pages/Wellbeing-self-assessment.aspx>

Foleshill moving forward

Foleshill is a diverse community of over 30,000 residents supported by and involving many local community and faith groups.

Foleshill Moving Forward is a resident-led partnership of local residents, local community groups and service providers/public services including the police, housing trusts, fire service health, schools, children's and youth services, faith groups, local councillors and many more. It has been set up to value, promote and bring together these many groups in one place, and will address issues of common concern to all by mutual agreement. Set up in June 2012, residents and agencies work together to tackle community concerns by finding sensible solutions.

Sexual Violence

Sexual violence includes a wide range of unwanted sexual activities, including: rape, sexual assault, sexual abuse of children, and trafficking of women and children for sexual exploitation. It is difficult to measure and compare levels of sexual violence since many crimes go unreported. However, the data that we do have suggests people living in Coventry are more likely to be the victims of rape and sexual assault than people living in the rest of the West Midlands. These high rates have raised sexual violence as a priority for Coventry.

What should we do in Coventry?

In Coventry, there is a multi-agency group to tackle sexual violence and exploitation across the city. They are working to encourage more victims to report crimes and incidents and increase the number of people convicted when they have committed a crime including sexual violence.

We will work with partner agencies and the community to improve awareness of sexual violence and exploitation, and to ensure victims who come forward receive the right level of support at the right time.

What are we hoping to achieve?

- Improve the quality of data collected by local agencies and to share aggregate data across partner organisations to develop an accurate picture of the local situation
- Reduce the number of sexual crimes

LEAD ORGANISATION(S); LOCAL AUTHORITY

LEAD PARTNERSHIP; COVENTRY COMMUNITY SAFETY PARTNERSHIP

Further Information

Coventry Rape and Sexual Abuse Centre provide a confidential support and counselling service. Helpline 024 7627 7777

<http://www.crasac.org.uk/>

NHS Choices – Help after rape or sexual assault

<http://www.nhs.uk/livewell/sexualhealth/pages/sexualassault.aspx>

Domestic Violence and abuse

Domestic violence and abuse can include physical, sexual, emotional and financial abuse and intimidation in an intimate relationship or between adult family members. It can happen to people from any background, and although statistics show that it is mostly experienced by women and perpetrated by men, some men may be victims of domestic abuse and violence as well. Levels of reported domestic violence are higher in Coventry than elsewhere in the West Midlands.

Domestic violence and abuse has a significant impact on health and wellbeing for both adults and children; adults experiencing domestic violence and abuse may suffer a range of physical injuries and also experience depression, anxiety, a lack of self confidence and isolation. Children exposed to domestic violence may develop a wide range of emotional, behavioural and developmental problems and may be more likely to become victims or offenders themselves.

What should we do in Coventry?

Coventry has a Domestic Violence and Abuse Partnership (CDVAP) where a range of agencies work together to tackle domestic violence and abuse in Coventry. The vision for Coventry is to ensure that residents have the right to respectful, safe and healthy relationships, where domestic violence and abuse is not tolerated. CDVAP actions include challenging and raising awareness of domestic violence and abuse through campaigns and events, providing a range of services to support victims and children living with domestic violence and abuse, helping those who leave an abusive relationship and working with perpetrators to change behaviour.

Joint Health and Wellbeing Strategy for Coventry

Work is also underway to make it easy to get support, so that one call will connect people to all of the services they may need.

What are we hoping to achieve?

- Reductions in domestic abuse
- Improvements in measures around children such as readiness for school

LEAD ORGANISATION(S); LOCAL AUTHORITY

LEAD PARTNERSHIP; COVENTRY COMMUNITY SAFETY PARTNERSHIP

Further Information

Coventry domestic violence and abuse partnership have a website providing information advice and links to local services

<http://www.safetotalk.org.uk/>

NHS Choices Getting help for domestic violence

<http://www.nhs.uk/livewell/abuse/pages/domestic-violence-help.aspx>

Reduce Variation

Groups of people are likely to have poor health at a younger age and to die earlier than others. Although there are complex reasons for this, there are some factors that affect particular groups. By tackling these factors we aim to reduce variation in health outcomes.

Smoking

Smoking kills 1 in 6 of all Coventry residents (450 deaths in 2010 alone), and is the single greatest cause of preventable death in the city. It also causes years of poor health through diseases such as chronic bronchitis and emphysema.

Smoking is the major factor behind the health inequalities that exist between the city's poorest and most affluent wards.

Rates of smoking, deaths from smoking and diseases caused by smoking are higher in Coventry than in the West Midlands because we have higher proportion of smokers in our population.

What should we do in Coventry?

Coventry has a Smoke Free Alliance – a group of organisations across Coventry who are working together to reduce the harm caused by smoking across the city.

This includes enforcement of tobacco control legislations such as smuggled tobacco products, sales to under 16s and smoke free workplaces.

We know that unborn babies can be harmed by the cigarettes that their mother smokes, and babies and young children are very vulnerable to cigarette smoke, and so we are working with pregnant women and parents of young children who smoke.

Often people who smoke begin when they are children, and so we are working to reduce the number of children that start smoking through raising awareness of the harm it causes and by enforcing protective laws.

We are also working with partners to identify smokers and to make sure that they are aware of the dangers of smoking, and are offered support in stopping and we are working with communities to identify opportunities to stop smoking.



Coventry Half Marathon

A Mother's story

When one 26 year old Coventry resident found out she was pregnant, she knew she had to quit her deadly habit...

"I had my first cigarette when I was 11. I stole it from my mum and dad who both smoked. By the time I was 13, I was smoking around 10 a day, which increased to a 30-a-day habit in my 20s.

"I was desperate to quit as soon as I fell pregnant, but even morning sickness didn't dampen the craving for a cigarette. At 12 weeks I asked my health visitor for help. She gave me lots of information and encouragement. I was shocked to discover that when you smoke, your baby smokes too.

"I realised what I was doing was selfish. And I didn't want my baby to be small or have breathing problems as a result of my smoking. So I started using prescription nicotine patches.

"They really helped and I ate a piece of fruit or nibbled on carrots or celery when I had a craving. The first few days I was irritable, but the cravings soon wore off.

"Chloe is now seven months old and a real bouncing baby. I'm thrilled that I have given her a better start in life by giving up smoking. She's also growing up in a smoke-free environment; my husband is an ex-smoker too.

"I haven't smoked for over 13 months and I don't get the chest infections or headaches I used to. My skin is better and my teeth are whiter. I also enjoy spending the spare cash on Chloe rather than ciggies."

Coventry's friendly smoking cessation service is on standby to help all those people who decide to quit and offer a range of support and help to make the process as easy as possible.

What are we hoping to achieve?

- Reducing smoking prevalence in 15 year olds and over 18s
- Reducing smoking prevalence in the over 18s
- Increased numbers of 4 and 12 week quitters

LEAD ORGANISATION(S); LOCAL AUTHORITY/CCG

LEAD PARTNERSHIP; TOBACCO CONTROL ALLIANCE

Further Information

Coventry Stop Smoking Signposting Service. Telephone 0300 200 0011 (available Monday to Friday 9am - 5pm - Answerphone outside these hours)

<http://www.covwarkpt.nhs.uk/OurServices/CHS/Pages/CoventryStopSmoking.aspx>

NHS Choices – Stop smoking information and advice

<http://www.nhs.uk/LiveWell/Smoking/Pages/stopsmokingnewhome.aspx>

Alcohol

While drinking a small amount of alcohol can have a positive impact on health and wellbeing, drinking too much causes physical and mental harm. Most people who are harmed by alcohol aren't alcoholics; some will have drunk slightly more than recommended for some years and developed liver damage, others will have drunk too much on one occasion that has made them take risks or make unwise decisions leading to accidents or violence - over a quarter of all deaths in 16-24 year old men are caused by alcohol.

Also, a lot of crime and antisocial behaviour, as well as sexual and domestic violence, is associated with alcohol.

In Coventry, there are more hospital admissions and deaths caused by alcohol than the England average.

What should we do in Coventry?

The Coventry Community Safety Partnership is leading on the development of a strategy and supporting action plan.

We are working to raise awareness of the harms of alcohol, and help people to know the limits and stick to them. We are also working with licensees and the alcohol industry to promote a culture of safe drinking. A focus of the work is reducing alcohol related crime and anti-social behaviour in our communities

What are we hoping to achieve?

- Reductions in alcohol related admissions to hospital
- Reductions in mortality from liver disease
- Reductions in crime and domestic abuse

LEAD ORGANISATION(S); LOCAL AUTHORITY/CCG

LEAD PARTNERSHIP; COVENTRY COMMUNITY SAFETY PARTNERSHIP

Further Information

Local services for Alcohol in Coventry

www.coventry.gov.uk/alcohol

http://www.coventry.gov.uk/info/727/alcohol-advice_and_support/451/alcohol-sensible_drinking/7

NHS Choices – drinking and alcohol

<http://www.nhs.uk/Livewell/Alcohol/Pages/Alcoholhome.aspx>

Infectious Diseases

There are many diseases that can be passed on from person-to-person in different ways. These include childhood illnesses such as measles and mumps, sexually transmitted diseases such as Chlamydia and airborne viruses such as colds and flu.

In Coventry, we have a higher rate of deaths due to infectious diseases than in England. There has been an ongoing programme of work to reduce these diseases in Coventry, for example through increasing the proportion of children who are vaccinated.

There are several infectious diseases where we could do more to prevent the disease in the first place, or to detect it early on, when treatment is more likely to be successful.

This area of work will focus on three specific diseases;

- Seasonal flu
- Tuberculosis (TB)
- Human immunodeficiency virus (HIV)



Jubilee celebrations

What should we do in Coventry?

Flu - flu can be a very serious illness in some people (such as those with heart or lung problems, or people over the age of 65). Vaccination each year is very successful in reducing deaths in these groups of people; but the number who actually receive it is too low. Working with partners we aim to increase levels of vaccination each year in those groups at risk of complications and other priority groups such as healthcare workers (who are vaccinated to prevent them from passing the infection on to vulnerable patients).

Tuberculosis – we are working to increase the awareness of TB in those communities most at risk, and to offer screening to detect the illness before it becomes infectious in certain groups of people. We are also working with GPs, the TB Nursing team and the Health Protection Agency to promote the early identification and referral for symptoms of TB

HIV – one focus for any sexually transmitted infection is to promote safe sex through education and easy access to services. We are also aiming to increase the early detection of HIV, since the treatment is very effective if it is started early. We are working with GPs and the hospital to increase HIV testing in the general population

What are we hoping to achieve?

- Fewer deaths caused by flu through increased vaccination
- Earlier detection of TB, HIV and other infectious diseases, leading to improved health for those with the disease
- Reduced number of new cases of HIV and TB through reducing transmission

LEAD ORGANISATION(S); CCG/PUBLIC HEALTH ENGLAND/NCB/LOCAL AUTHORITY/VOLUNTARY SECTOR

Further Information

NHS Choices information;

Seasonal flu - <http://www.nhs.uk/Conditions/Flu/Pages/Introduction.aspx>

HIV - <http://www.nhs.uk/conditions/HIV/Pages/Introduction.aspx>

TB - <http://www.nhs.uk/conditions/Tuberculosis/Pages/Introduction.aspx>

Improve Outcomes

There are a number of key health measures where Coventry does not perform well.

These health measures relate to the most common illnesses and conditions that people are chronically sick or dying too early from.

We want to improve those measures for the people of Coventry so that they match the level of the best in England.

Cancer

Each year around 750 people die in Coventry from cancer; it remains a major cause of deaths in Coventry. This is a higher rate than in England, and people in Coventry are also dying earlier from cancer than elsewhere.

The earlier a cancer is diagnosed and treated the higher the chances of surviving and enjoying a better quality of life.

What should we do in Coventry?

We want to help the people of Coventry to understand the causes of cancer, particularly those that can be altered such as smoking, alcohol and diet, and how to find support to change their lifestyle.

We know that people are not aware of the early signs and symptoms of some of the most common cancers so we want to change that, and make sure that people know what to do when they recognise any of the signs and symptoms.

We will make sure that people have fast access to services such as cancer screening, diagnosis, referral and treatment.

Part of this work will involve looking at how services are delivered across all of the different providers of services to make sure they meet the needs of the patient.

We will make sure that we concentrate efforts where they are most needed, for example engaging with communities where cancer outcomes or use of screening services are particularly poor.

Laura's story (a Coventry resident)

"I never thought I'd have an unusual smear result. Otherwise fit and healthy, and with no symptoms or family history of cervical cancer, it was a huge shock when I was called back in following a routine smear test.

"But it saved my life.

"If I hadn't gone for my smear test, the cell changes would have gone undetected and it could have been much more serious – even fatal.

"All women over the age of 25 are offered cervical screening but many do not take up the offer. The test isn't painful or embarrassing and only took a few minutes. I am just so glad that I took my test - if I hadn't I might not still be here today.

"Please get yours."

What are we hoping to achieve?

- To increase the 1 year survival rate of all cancers over the next 3 years to the level of the best in England
- To reduce the variation in uptake of all cancer screening programmes across the city and ensure uptake matches the best in England.
- To reduce the prevalence of smoking in the city to no more than the England average.

LEAD ORGANISATION(S); CCG/LOCAL AUTHORITY/PHE

Further Information

- West Midlands Cancer Intelligence Unit - profile for Coventry

http://www.wmciu.nhs.uk/documents/core_docs/info_pub/la_profiles_2012/Coventry_Profile.pdf

- NHS Choices – NHS Cancer Screening programmes

<http://www.nhs.uk/livewell/preventing-cancer/pages/cancer-screening.aspx>

Variations in Primary Care

The GP is often a person's main point of contact with healthcare. General Practice should be easy for people to access and it should coordinate the healthcare that people need. Good General Practice helps to identify risks that can lead to poor health, identify health problems early and treat them. Local information has highlighted that the quality of General Practice in Coventry can be variable, and we want to make sure that everyone has the same high quality of care across the city.

What should we do in Coventry?

We aim to improve quality by working closely with GPs to set standards, measure performance against these standards and make sure that improvements happen when they are needed.

Through the new Clinical Commissioning Groups, General Practices will work together to share what works well and offer support where improvements are needed. This will include robust medical appraisal systems. We will also provide better information for patients, regarding practice performance, to help them to make an informed choice.

A particular focus of these improvements will be in the care of patients with long term conditions, such as diabetes, who will be managed more effectively at, or closer to, home. They will also be supported to take greater control of their care through self management programmes.

What are we hoping to achieve?

- To reduce the number of unnecessary A&E visits, inpatient admissions and hospital based outpatient appointments
- Increase the uptake of specialist care and activity in the community and support patient self management through promoting access to disease specific education and exercise programmes.
- Increase the uptake for all primary care based screening and immunisation programmes
- Reduce deaths, in particular at an early age, in the key conditions where prevention, early detection and treatment are successful, by introducing disease risk register programmes with robust follow-up plans.

LEAD ORGANISATION(S); CCG/NCB/HEALTHWATCH

Further Information

Arden Cluster System Plan. <http://www.coventrypct.nhs.uk/CmsDocuments/8389edfd-683b-4b92-9638-5deadbe0b670.pdf>

QOF scores <http://www.qof.ic.nhs.uk/search/>

RCGP Quality Practice Award

http://www.rcgp.org.uk/professional_development/team_quality/gpa.aspx

Lifestyle Risk Management

Much of the ill health of Coventry people is influenced by ‘lifestyle factors’ (i.e. the way in which people behave on a day –to –day basis) such as smoking, alcohol, sexual health, diet, physical activity and substance misuse.

Supporting the people of Coventry to change their behaviours is a key challenge in improving the overall health and wellbeing of the city.

‘Making Every Contact Count’ (MECC) is a programme where frontline staff (across all services and settings), will deliver brief advice, interventions and signposting to services through their day-to-day contact with the public to enable them to achieve the necessary lifestyle change.

What should we do in Coventry?

To be able to make significant changes, we need a large number of staff from many different areas to be trained.

We will start by training staff across the NHS, the City Council and the Voluntary Sector. We will also look for opportunities to train staff and others who work closely with communities, particularly those who may have the most to benefit from this approach.

What are we hoping to achieve?

- We want to support the people of Coventry to make informed choices regarding their healthy lifestyle and behaviour, through a well trained workforce that makes every contact count with the people of Coventry.
- We expect to see an increase in demand for services to support lifestyle change e.g. stop smoking services.

LEAD ORGANISATION(S); LOCAL AUTHORITY/CCG

LEAD PARTNERSHIP; THE COVENTRY PARTNERSHIP

Further Information

Links to MECC

NHS Choices Lifecheck helps you to identify any areas of your lifestyle where you would benefit from change - <http://www.nhs.uk/aboutnhschoices/professionals/life-checkers/about-us/pages/what-is-nhs-lifecheck.aspx>

This page is intentionally left blank

Equality and Consultation Analysis Template

Guidance for completion

- Equality analysis is a way of considering the effect on different groups protected from discrimination by the Equality Act 2010, during the Council's decision making processes.
- These 'protected groups' are those defined by race, age, gender, disability, sexual orientation, gender reassignment, religion or belief, pregnancy, maternity or breastfeeding.
- Please remember to consider children and young people as a specific group that you may need to consider the impact on, and engage with during this analysis.
- Equality analysis will help you consider whether the decision you want to take:
 - will have unintended consequences for some groups; and
 - if the service or policy will be fully effective for all target groups.
- The Council also has a statutory duty to consult.
- This equality and consultation analysis template will require you to demonstrate how equality information and the findings from consultation with protected groups and others, has been used to understand the actual or potential effect of your service or policy on the protected groups and to inform decisions taken.
- The template should summarise key issues arising from information that has been collected, analysed and included in other key documents e.g. Needs Analysis, Baseline Reports etc.
- This form should be completed on an ongoing basis at each stage of any formal decision making process. Failure to comply with this will put the Council (and specifically the elected member or officer making the decision) at risk of judicial review.
- For further help and support please contact Helen Shankster on 7683 4371 (consultation advice), Sheila Bates on 7683 1432 (CLYP consultation advice) or Jaspal Mann on 7683 3112 (equalities advice).

Context

Name of analysis	Coventry Health and Well-Being Strategy
Officer completing analysis	John Forde
Date	17.9.12

1. Briefly describe the area of work this analysis relates to:

This work relates to the Coventry Health and Well-Being Strategy (HWBS) which is based on the Joint Strategic Needs Assessment (JSNA) and identifies key priorities to improve health inequalities in the City.

In completing the JSNA a range of data was used to describe and identify key health issues and areas of health inequalities of the population. Accompanying the JSNA was a technical document which contains the data used.

As the data which identifies the health inequalities that the HWBS sets out to address is contained within the JSNA the data is not replicated in this Equality and Consultation Analysis.

Scoping the analysis

2. Who are the key stakeholders, both existing and potential, that could be impacted by this work?

In its broadest sense all residents of Coventry could be impacted on by the delivery of the Health and Well-Strategy as it seeks to improve health across the life-course.

More specifically, the strategy focusses on four theme groups identified as priority areas for the Coventry Health and Well-Being Board. The stakeholders within these groups will be more closely impacted on by this work. These being:

Theme One -Healthy people

Enabling all to maximise their health and wellbeing outcomes across the lifecourse, and the entire care pathway. There is a particular focus on early years, where there is the most scope for prevention, and older people, who carry the largest burden of ill health. Both the general population outcomes and those for particular high risk groups will be improved through a partnership approach.

Initial priorities;

Early Years (prenatal to age 2)

Older people

Theme Two - Healthy Communities

Working with our communities to empower them to sustain good health and well-being, and address the broader determinants of health, using asset-based approaches.

Initial priorities;

Obesity (maternal and childhood)

Mental Wellbeing

Domestic Violence and abuse

Sexual Violence

Theme Three - Reduce variation

Identifying and intervening for disadvantaged groups; those at high risk of poor outcomes. These groups would include migrant health, disabilities and looked after children for example. Variations in outcomes across the population will be addressed.

Initial priorities;

Smoking

Alcohol

Infectious Diseases

Theme Four - Improve outcomes

Maximising the health and wellbeing outcomes for the population of Coventry, by focusing on those areas where there are major opportunities to raise the health and wellbeing up to the level of the most healthy people in England.

Initial priorities;

Cancer (for Year 1)

Variation in primary care

Lifestyle risk management (Making every contact count)

3. From the list above, which of these constitute protected groups?

Specific protected groups are:

Older People

People with disabilities

However, other protected groups will be impacted on through work across the four themes. It is therefore important that Equalities are considered regularly as work progresses to implement the strategy.

4. Which of the key stakeholders (including representatives of protected groups) will need to be kept informed, consulted or actively involved in this area of work?

Key Stakeholder	Type of Involvement*	Method(s) used
LiNK	Information, Consultation and Involvement	Attendance at meeting
Reference Groups		
LGBT	Information, consultation and involvement	Attendance at meeting
Older People's Partnership	Information, involvement and	Attendance at meeting

	consultation	
Learning Disability Partnership	Information, involvement and consultation	Attendance at meeting
VAC	Information, involvement and consultation	Attendance at meeting

* *Information, Consultation or Involvement*

5. Which, if any, parts of the general equality duty is the service relevant to? Please mark with an 'X'.

Eliminate discrimination, harassment and victimisation.

Advance equality of opportunity between people who share relevant protected characteristics and those who do not.

Foster good relations between people who share relevant protected characteristics and those who do not.

6. What information is available to be used as part of this analysis?

Information contained in Joint Strategic Needs Assessment which can be accessed through:

http://www.coventry.gov.uk/downloads/download/2174/joint_strategic_needs_assessment_2012

7. What are the information gaps?

The JSNA is to refreshed annually. The 2012/13 JSNA is available on the City Council's website (using the link in section 6, above) and will be updated annually to reflect new learning and new information. Changes will be reflected in amendments to the strategy where appropriate.

Data analysis

8. Please summarise below the key issues that your data is telling you.

Significant health inequalities in Coventry across the whole population as detailed in the JSNA. Specific issues were identified that formed the priority areas for the Coventry Health and Well-Being Strategy.

Generating and evaluating options

9. What are the different options being proposed to stakeholders?

In determining the strategy the HWBB considered the areas where greatest impact could be made through key stakeholders working together on joint priority areas. These areas were considered on the completion of the JSNA where the Health and Well-Being endorsed these areas being encapsulated in the Coventry Health and Well-Being Strategy.

How these areas are progressed will be determined through lead agencies working with stakeholders including the populations affected.

10. How will the options impact on protected groups or those experiencing deprivation?

It is expected that the health inequalities of protected groups are reduced as a result of the implementation of the strategy.

11. Please detail how you could mitigate any negative impacts.

As the strategy is a high level document ongoing consideration will need to be given to equality impacts as specific action plans are developed and implemented. It is expected that the Coventry Health and Well-Being Board will be the lead forum for overseeing the management of any negative impacts.

12. Identify which contractors or service users would be negatively affected by the options

None identified.

Formal consultation

13. Who took part in the consultation? *Please also specify representatives of any protected groups.*

Consultation on the Health and Well-Being Strategy was carried out between 17th September and 30th November 2012. The consultation included an internet based

survey along with meetings and workshops, those who wished to comment in the course of the consultation were also able to e.mail Public Health directly. All Health and Well-Being Board member organisations were also invited to contribute to the consultation.

Those who responded to the consultation include:

Myton Hospice Group	Living Well with Dementia Project	Coventry Carers' Centre
Local Authority – Public Health Wellbeing Lead	Local Authority – Community Safety team	West Midlands Special Needs Transport
LINK	Warwick Medical School	Sahil Project
Physical and Sensory Impairment Combined Reference Group		
Whitley Academy	Learning Disabilities Partnership Board	Older People's Partnership (protected group)

In addition, 11 responses were received through the web-site, with 7 of these responses from members of the public and 4 from organisations.

A further 10 responses were submitted directly to Public Health via e.mail. All of these 10 responses were from organisations including Myton Hospice, Warwick Medical School and West Midlands Special Needs Transport.

14. What were the key findings of the consultation?

The range of responses were varied with a number being in relation to the inclusion of particular groups within the strategy, as a general theme those that responded considered that some groups were particularly under-represented or not represented at all. Other comments related to a lack of detail and specifics within the strategy and the understating of the impact the strategy would have on the broader determinants of health including jobs and employment.

15. Are there any gaps in the consultation?

There were no specific gaps identified although the small number of responses indicated that the consultation may not have had the degree of penetration expected. For future consultations consideration will be given to how to better engage with people regarding the important issue of health within this City.

16. Following the consultation, what additional equality issues have emerged?

As the strategy is a high level document based largely on the JSNA it is not feasible or possible for it to address all the areas within the City that impact on Health and Well-Being. The strategy was deliberately drafted to focus effort on a smaller number of key areas where it is considered that the greatest impact could be achieved through the Health and Well-Being board. The feedback to the consultation indicated that some respondents considered that issues had been overlooked although no specific issues emerged that required major changes to the priorities within the strategy.

17. Which of the options have changed following consultation and equality analysis, and how?

As a result of the consultation some changes were made to the strategy including the need for commissioners and providers to explicitly consider both the need and access to services for specific groups and to publicise the prioritisation criteria used in developing the strategy.

Equality impact of final option

18. Please confirm below which option has been chosen for implementation.

Adoption of the Coventry Health and Well-Being Strategy as agreed by the Health and Well-Being Board in December 2012.

19. Please indicate which of the following best describes the equality impact of this analysis.

There will be **no equality impact** if the proposed option is implemented.

There will be **positive equality impact** if the proposed option is implemented.

There will be **negative equality impact** if the preferred option is implemented, but this can be objectively justified.

Please state clearly what this justification is and what steps will be taken to ameliorate the negative impact.

20. What will be the impact on the workforce following implementation of the final option? Please make reference to relevant equality groups (with protected characteristics under the Equality Act).

None specifically identified but in order to address the health inequalities identified through the JSNA and captured in the strategy some workforce impact will be expected

in terms of how people work across Health and Social Care and wider agencies to make a real difference to health inequalities in the City.

Formal decision-making process

Please detail below the committees, boards or panels that have considered this analysis

Name	Date	Chair	Decision taken

Approval

This equality analysis has been completed by:

Officer

John Forde

Service Manager

Jane Moore

Note: Failure to comply with duties on equalities and consultation will put the Council (and specifically the elected member or officer making the decision) at risk of judicial review

Director

Jane Moore

Elected Member

Cllr O'Boyle

Date

3.2.13

Monitoring and review

This section should be completed 6-12 months after implementation

- a) **Please summarise below the most up to date monitoring information for the newly implemented service, by reference to relevant protected groups.**

[Click **here** and type]

- b) **What have been the actual equality impacts on service users following implementation?**

Analyse current data relating to the service and think about the impact on key protected groups: race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, gender reassignment.

It may help to answer the following questions: Since implementation

- Have there been any areas of low or high take-up by different groups of people?
- Has the newly implemented service affect different groups disproportionately?
- Is the new service disadvantaging people from a particular group?
- Is any part of the new service discriminating unlawfully?

[Click **here** and type]

- c) **What have been the actual equality impacts on the workforce since implementation?**

[Click **here** and type]

Equality Analysis and Consultation Template
July 2012 · Version 2.0.1

The latest version of this template can be found at:
<http://beacon.coventry.gov.uk/equalityanddiversity/>
Please ensure you are using the latest version of the template.

This page is intentionally left blank

Council – 19th March 2013

**Recommendations from
Cabinet – 5th March 2013**

141. **Coventry Housing and Homelessness Strategy 2013-18**

The Cabinet considered a report of the Director of Community Services, which sought approval of the Coventry Housing and Homelessness Strategy 2013-18, which was appended to the report.

Although the Council no longer owned any council housing after the stock was transferred to Whitefriars Housing Group in 2000, the Council still has strategic housing responsibilities which included:

- To assess and plan for the current and future housing needs of the local population across all tenures.
- To make the best use of the existing housing stock.
- To plan and facilitate new supply.
- To plan and commission housing support services which link homes and housing support services.
- To work in partnership to secure effective housing and neighbourhood management on an on-going basis.

In addition, the Council had a duty to carry out a periodic review of homelessness in the area and publish a Homelessness Strategy.

A Housing Strategy was required to ensure the future provision of housing to meet the needs of the residents of Coventry. The production of a Homelessness Strategy was a legal duty required in the Homelessness Act 2002. Although the Council had previously produced separate strategies for housing and homelessness, due to the synergy between the documents, a combined Strategy had been developed. This combined Strategy set out the way that the Council's responsibilities for housing and homelessness would be met during 2013-18.

Consultation had been carried out, which included the consideration of a draft Strategy by the Transportation and Infrastructure Development Scrutiny Board (6) and a Final Draft Coventry Housing & Homelessness Strategy had been produced.

RESOLVED that, after due consideration of the options and proposals contained in the report and matters referred to at the meeting, the Cabinet recommends that the City Council approve the Coventry Housing and Homelessness Strategy 2013-18.

This page is intentionally left blank

Cabinet
Council

5th March 2013
19th March 2013

Name of Cabinet Member:

Cabinet Member (Neighbourhood Action, Housing, Leisure & Culture) – Councillor Ruane

Director Approving Submission of the report:

Director of Community Services

Ward(s) affected:

All

Title:

Coventry Housing & Homelessness Strategy 2013-18

Is this a key decision?

Yes

The proposals within the report are likely to impact on residents across the whole of the City.

Executive Summary:

Coventry City Council no longer owns any council housing after the stock was transferred to Whitefriars Housing Group in 2000. However, the Council still has strategic housing responsibilities and a duty to carry out a periodic review of homelessness in the area and to publish a Homelessness Strategy.

The Coventry Housing & Homelessness Strategy 2013-18 sets out how these responsibilities will be delivered. Consultation has been carried out and a Final Draft Strategy has been produced and is presented at Appendix 1.

Recommendations:

1. Cabinet are requested to support the Coventry Housing & Homeless Strategy 2013-18 and recommend that Council approve it at their meeting on 19th March 2013.
2. Council are requested to approve the Coventry Housing & Homelessness Strategy 2013-18.

List of Appendices included:

Appendix 1 – Coventry Housing & Homelessness Strategy 2013-18
Appendix 2 – Equality and Consultation Analysis

Background papers:

None

Other useful documents

Supporting Document for the Coventry Housing & Homelessness Strategy 2013-18: The Coventry Context & The Coventry Homelessness Review.

Supporting Document for the Coventry Housing & Homelessness Strategy 2013-18: The Results of Consultation.

Copies of these supporting documents are available from the Report Author (contact details at the end of the report)

Has it been or will it be considered by Scrutiny?

The Transport and Infrastructure Development Scrutiny Board (6) considered the Draft Housing & Homelessness Strategy consultation document at their meeting on 28th November 2012.

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 – 19th March 2013

1. Context (or background)

- 1.1 Coventry City Council no longer owns any council housing after the stock was transferred to Whitefriars Housing Group in 2000. However, the Council still has strategic housing responsibilities which include:
 - Assess and plan for the current and future housing needs of the local population across all tenures.
 - Make the best use of the existing housing stock.
 - Plan and facilitate new supply.
 - Plan and commission housing support services which link homes and housing support services.
 - Work in partnership to secure effective housing and neighbourhood management on an on-going basis.
- 1.2 The Council also has a duty to carry out a periodic review of homelessness in the area and publish a Homelessness Strategy.
- 1.3 The way these responsibilities will be met is set out in the Coventry Housing & Homelessness Strategy 2013-18.
- 1.4 Consultation has been carried out and a Final Draft Coventry Housing & Homelessness Strategy has been produced. This is attached as Appendix 1.

2. Options considered and recommended proposal

- 2.1 A Housing Strategy is required to ensure the future provision of housing to meet the needs of the residents of Coventry. The production of a Homelessness Strategy is a legal duty required in the Homelessness Act 2002. Therefore, the Council must consider the Housing & Homelessness Strategy 2013-18.
- 2.2 The Cabinet are requested to support the Coventry Housing & Homeless Strategy 2013-18 and recommend that Council approve it at their meeting on 19th March 2013.
- 2.3 Council are requested to approve the Coventry Housing & Homelessness Strategy 2013-18 attached at Appendix 1 of this report

3. Results of consultation undertaken

- 3.1 The themes and priorities for the Draft Housing & Homelessness Strategy were developed following a period of ongoing consultation and evidence gathering. This included three public Housing Fairs in the City Centre, a stakeholder conference, focus groups and consultation with services users.
- 3.2 The results of this first stage of consultation led to the development of the themes and priorities for the Draft Housing & Homelessness Strategy, also taking into account the national, regional and local housing contexts.
- 3.3 A Draft Strategy document was produced for consultation, with the identified Themes and Priorities, along with plans for 'what we will do' to address the priorities.

- 3.4 This Draft Housing & Homelessness Strategy document was subject to public consultation for twelve weeks from 26th October 2012 to 15th January 2013. The Draft Strategy was published for comment and an online survey was provided for people to give their views.
- 3.5 80% of respondents agreed or strongly agreed that the Draft Housing & Homelessness Strategy had identified the main issues and challenges for Coventry. 70% agreed or strongly agreed that the 'what we will do' sections identified appropriate ways to tackle these issues.
- 3.6 The Draft Strategy document was also considered by the Transport and Infrastructure Development Scrutiny Board (6) at their meeting on 28th November 2012. As a result of discussion at this meeting, an additional priority was included under 'Theme 1: Increase the supply, choice and quality of new housing', to: *support economic growth by developing high value, high quality housing to retain higher earners and attract new residents.*
- 3.7 Following the consultation on the Draft Strategy document, a final draft Coventry Housing & Homelessness Strategy 2013-18 was produced. It is this document that we are requesting Council to approve, and is attached as appendix 1.

4. Timetable for implementing this decision

- 4.1 If the Final Draft Coventry Housing & Homelessness Strategy 2013-18 is approved, it will be implemented from April 2013.

5. Comments from Director of Finance and Legal Services

5.1 Financial implications

There are no direct financial implications that would result from the approval of the Coventry Housing & Homelessness Strategy 2013-18. It is a high level document which provides the strategic direction for future housing investment decisions. As this direction is followed and any subsequent changes proposed, the specific financial implications will be reported as part of the Council's approval processes.

5.2 Legal implications

Under the Homelessness Act 2002, the Council has a duty to periodically review homelessness in the city and publish a Homelessness Strategy. This has been incorporated into the overall Coventry Housing & Homelessness Strategy 2013-18 as Theme 2: *Prevent and Tackle Homelessness (Our Homelessness Strategy)*. A review of homelessness in the city has been carried out and will be published as a supporting document to the Strategy. The Local Authority also has a duty under Section 8 of the Housing Act 1985 to periodically review housing needs within its area.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

This will support the delivery of the Council Plan 2011-14, in particular the priority outcomes; 'Coventry, proud to be a city that works... for jobs and growth', through the objective of the provision of housing to meet the needs of residents; and 'Coventry, proud to be a city that works... to protect our most vulnerable residents', through the objective of preventing homelessness and supporting people who do become homeless.

It also contributes to the housing priority of "a good choice of housing to meet the needs and aspirations of the people of Coventry" in the Coventry Sustainable Community Strategy 2011-14. The Action Plan shows how the actions for each theme will contribute to meeting the priorities in the Sustainable Community Strategy.

6.2 How is risk being managed?

The Council has a duty under the Homelessness Act 2002 to publish a Homelessness Strategy. If the Coventry Housing & Homelessness Strategy 2013-18 is not approved, there is a risk that the Council could be challenged on this.

6.3 What is the impact on the organisation?

The Coventry Housing & Homelessness Strategy 2013-18 sets out the strategic themes and priorities for housing and homelessness services, as well as housing related services such as housing enforcement that are carried out by the Council.

6.4 Equalities / EIA

An Equalities and Consultation Analysis (ECA) has been carried out and is attached to this report at Appendix 2.

The ECA identified that some groups with protected characteristics are more likely to be in housing need or to become homeless. The measures contained within the Coventry Housing & Homelessness Strategy to improve housing provision, increase affordable housing, support independent living, support balanced and sustainable communities, and prevent and tackle homelessness should therefore have a positive impact on protected groups.

6.5 Implications for (or impact on) the environment

The Coventry Housing & Homelessness Strategy contains priorities to improve the energy efficiency of domestic dwellings in Coventry across all tenures (in Theme 3: Strive for a healthier and more sustainable City by improving the quality and use of existing housing) as well as recognising the need for energy efficient design in new dwellings (in Theme 1: Increase the supply, choice and quality of new housing). This will have a positive impact on the environment.

6.6 Implications for partner organisations?

The Coventry Housing & Homelessness Strategy 2013-18 provides a high level strategic direction for housing and housing-related services in Coventry for the next

five years. Partnership working with other organisations is essential to the success of the Strategy and key partners have been consulted at each stage of the development of the Strategy.

Report author(s):

Name and job title:

Ayaz Maqsood, Head of Housing

Directorate:

Community Services Directorate

Tel and email contact:

024 7683 1958

Ayaz.maqsood@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Sara Roach	Assistant Director Public Safety and Housing	Community Services	25/01/2013	25/01/2013
Lina Patel	Housing Policy Officer	Community Services	25/01/2013	26/01/2013
Kimberley Fawcett	Housing Development Officer	Community Services	25/01/2013	26/01/2013
Lara Knight	Governance Services Officer	Customer and Workforce Services	25/01/2013	04/02/2013
Names of approvers for submission: (officers and members)				
Finance: Diane Jones	Lead Accountant (Community Services)	Finance & Legal Services	25/01/2013	01/02/2013
Legal: Gill Carter	Senior Solicitor	Finance & Legal Services	25/01/2013	04/02/2013
HR: Carol Williams	Human Resources Manager for Community Services	Customer and Workforce Services	25/01/2013	04/02/2013
Director: Brian Walsh	Director of Community Services	Community Services	04/02/2013	06/02/2013
Members: Councillor Ed Ruane	Cabinet Member (Neighbourhood Action, Housing, Leisure & Culture)	Coventry City Council	04/02/2013	05/02/2013

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

This page is intentionally left blank

Coventry Housing & Homelessness Strategy 2013-18



Coventry Housing & Homelessness Strategy 2013-18

Contents

	Page
Home Sweet Home	2
Foreword	3
Setting the Scene	5
Theme 1: Increase the supply, choice and quality of new housing.	19
Theme 2: Prevent and tackle homelessness – Our Homelessness Strategy.	35
Theme 3: Strive for a healthier and more sustainable City by improving the quality and use of stock.	50
Theme 4: Encourage balanced, stable and sustainable communities.	61
The Action Plan	76
Glossary	89

Supporting Documents:

Two supporting documents to the Strategy have been developed:

- *The Coventry Context and Homelessness Review.*
- *Results of Consultation.*

These are available on the Council website www.coventry.gov.uk/housing or by contacting the Housing Strategy Team: housing.strategy@coventry.gov.uk.

An Equalities and Consultation Analysis has also been carried out.

'Home Sweet Home'

What a way to express your feelings
about the shelter that covers you at night,
To keep you out of the rain
whether it be heavy or light,
The bricks to keep the wind and the cold
from freezing up your toes,
A roof to cover up the house,
a perfect landing for the crows.

I love the place I live in,
a place that understands,
Just when I need happy things
and when I'm feeling sad.
I like to lie down on my bed
and dream my world away,
But I hate it when I leave this place
to start another day.

This place is more than just a box
to shelter me from harm,
This place is something that is me,
happy quiet and calm.

By Kiah Cox

The Westwood School

Winner of the Housing Fair Poetry Competition

Foreword

I am pleased to introduce our Housing & Homelessness Strategy 2013-2018. The strategy sets out our themes, priorities and actions across all housing tenures in the City until 2018. Until now the Council has approached housing and homelessness through the delivery of separate strategies. This strategy is different - for the first time we have combined these strategies into a single document to ensure an integrated approach to homelessness and to provide clear direction for the partner organisations that we work with.

We have developed the strategy at a time of unprecedented change in national policy and continuing uncertainty within the public sector. This includes ongoing reductions in public expenditure and changes in national policy in areas such as planning policy, welfare reform and the reform of social housing. The strategy sets out how we will respond to the challenges ahead to deliver our ambition: *to ensure decent homes, housing choice and support for Coventry citizens.*

We believe that housing plays a crucial role in delivering the economic growth ambitions of the City; in terms of new development, job creation and improving the quality of existing homes and neighbourhoods. New homes will be needed for people across a range of income levels and provided in high quality developments, with appropriate infrastructure and services for communities to be sustainable in the long-term.

As well as the development of new homes, the Council will need to focus resources on ensuring that existing homes remain safe and energy-efficient places to live and have a positive impact on residents' health and well-being.

With high levels of housing need in the City the risk of homelessness is a reality for many people. We will need to use a variety of methods to support people to access appropriate housing and to prevent people from becoming homeless. The Council recognises that everyone's needs are different - we are committed to ensuring that housing and services meet specialist needs and continue to support the most vulnerable.

In such challenging circumstances, it will be imperative that the Council continues to make the best use of limited resources and that we continue to work with partners to deliver more together than we could ever do alone.

I would like to thank our partners for their assistance in producing this strategy.



Councillor Ed Ruane

Cabinet Member for Neighbourhood Action, Housing, Leisure & Culture.

Setting the Scene

Introduction

This Strategy replaces the Housing Strategy Update 2005 and Coventry in Context 2006. It sets out our vision, priorities and actions for meeting the housing needs of residents in Coventry now and over the next five years. Since the last strategy was produced, a Coalition Government was formed in 2010. This has been followed by the most radical shake-up of housing policy and investment for a generation. The Coalition has introduced different ideas about the way central and local government relate to each other, about giving greater control to local communities and has brought in a number of changes to housing and homelessness. In addition we have also recently undertaken a fundamental service review of the Housing Service. Therefore, it is now timely to consider the impact of these changes and incorporate them into the Council's next Housing Strategy.

A new approach....

Until now the Council has approached homelessness through a separate strategy and plan. This Housing Strategy is different because we have combined our housing and homelessness strategies into a single document. This approach means that the Homelessness Strategy can be read as 'part of the bigger picture' within Coventry's wider Housing Strategy and is not seen in isolation from the range of other housing factors that influence homelessness. It also makes it easier for our customers and partner organisations to understand what we intend to do to address housing issues and tackle homelessness.

In tandem with the Housing Strategy the Council has also developed a Tenancy Strategy as required by the Localism Act 2011. Local authorities are required to set out in their Tenancy Strategy the matters to which Registered Providers (RPs) are to have regard when developing their Tenancy Policy, including:

- The kinds of tenancies they grant.
- The circumstances in which they will grant a tenancy of a particular kind.
- The lengths of the terms, if Fixed Term Tenancies (FTTs) are granted.
- The circumstances in which they will grant a further tenancy when the existing tenancy comes to an end.

Keeping you informed of progress

We want to ensure that partners and local communities can keep in touch with what we are doing and have the ongoing opportunity to comment and highlight issues as they arise. We will do this through regular bulletins which will be available on our website. This will allow partners to help us deliver our objectives and ensure our targets and priorities continue to reflect local priorities.

It is our intention to keep the Housing Strategy and Action Plan under review throughout the five year period to reflect progress achieved and to enable us to respond to further changes to legislation or policy.

Our Housing Ambition, Themes & Priorities at a Glance

Our **ambition** for Coventry is:

'To ensure decent homes, housing choice and support for Coventry citizens'

The Housing Strategy is centred around four **key themes**. We will be focusing our activities and resources around the **priorities** identified within these themes over the next five years. Our key themes and priorities are set out below:

Theme 1: Increase the supply, choice and quality of new housing.

Our Priorities:

- Optimise opportunities for increasing new affordable housing supply to ensure that the delivery of new affordable housing is at a level that supports the economic growth ambitions of the city.
- Promote balanced and sustainable communities by diversifying the size, type and tenure of new housing, particularly family sized housing.
- Develop new affordable housing to a high quality without compromising the deliverability and viability of new housing schemes.
- Support economic growth by developing high value, high quality housing to retain higher earners and attract new residents.

- Regenerate neighbourhoods where poor quality, low demand housing exists.
- Improve existing site provision to meet the needs of Gypsies and Travellers.

Theme 2: Prevent & tackle homelessness – Our Homelessness Strategy

Our Priorities:

- To deliver upon the challenges set out in the Government report 'Making Every Contact Count: A Joint Approach to Preventing Homelessness' (2012).
- Establish a revised process for the assessment, allocation and procurement of temporary accommodation.
- Re-commission external homelessness services which better align with homelessness priorities.
- Review the local social housing allocation system – Coventry Homefinder.

Theme 3: Strive for a healthier and more sustainable City by improving the quality and use of stock

Our Priorities:

- Improve energy efficiency and affordable warmth across all tenures.
- Improve property condition and management standards in the private rented sector.
- Make best use of existing housing by reducing the number of empty properties and addressing issues such as under-occupation.

Theme 4: Encourage balanced, stable and sustainable communities.

Our Priorities:

- Support independent living for vulnerable and marginalised groups.
- Improve housing choice for an ageing population.
- Improve the quality of our neighbourhoods to support safe, inclusive and cohesive communities.

How we have developed the strategy

The themes and priorities have been developed with the participation of residents and our housing partners and therefore embody a real consensus about the challenges and direction for housing in the City. Our themes and priorities have also been aligned with and are built around a comprehensive evidence base. This is available in two supporting documents: The Coventry Context & Homelessness Review; and The Results of Consultation.

We consulted through a variety of means, in stages, over the last couple of years. This has enabled us to engage with various residents, organisations and groups. Our consultation and engagement was designed to be as innovative and creative as possible. We used traditional methods such as focus groups and round table discussions and we engaged with local people in the city centre using competitions, suggestion boxes, pin boards and video booths. We found that local people are proud of Coventry and the communities they live in and they want to give their opinion on future housing in the City.

Innovative partnership working remains integral to the delivery of our Housing Strategy and has become increasingly important with the reduction in resources we have to deliver our priorities.

The Coventry Housing Fair - engaging creatively with our citizens

Three very successful Housing Fairs attracted hundreds of people. Residents were able to access a wide range of housing related information and advice including crime prevention, low cost home ownership and energy saving initiatives. As well as this, the Fair enabled us to keep abreast of the housing priorities that were important to local people - this helped us to shape the new Strategy.



Partner stallholders have included Cassidy Group, Orbit Care & Repair, CAB, Housing Law Centre, various Registered Providers, West Midlands Fire Service, West Midlands Police and the Consortium of Social Landlords. Alongside the information and advice, the event featured a school poetry competition – the winning entry is featured in this Strategy.

Why Housing Matters

Housing is important. It is the foundation upon which we build our lives and is interrelated to a variety of other agendas that cut across the themes of the Sustainable Community Strategy (as set out in the Local Policy Drivers section). Improving housing options, conditions and neighbourhoods within the City via delivery of this strategy is essential for economic growth, educational attainment, health and wellbeing, and community cohesion.

Economic growth, in particular, is a key priority for the City. The delivery of the Housing Strategy will help to attract private investment, which in turn can deliver sustainable growth and establish an environment where viable businesses can grow and invest. The Strategy is also about taking advantage of investment opportunities as they become available by aligning our housing priorities with economic priorities.

Building on our successes

Since the publication of the last strategy, we've been working with our partners and have made much progress in improving housing in the City – some of the key achievements are summarised below:

- ✓ Our average delivery rate for new affordable housing exceeded our target – over the last 5 years 1,674 new affordable homes have been developed, including 1,222 general needs housing and 452 supported or special needs housing units.
- ✓ The City attracted £43.6m investment from the Homes and Communities Agency (HCA) during the 2008-11 funding round.
- ✓ Over the last 5 years 705 long-term empty properties have been brought back into use following direct action by the Council.
- ✓ By the end of 2012, 2700 housing association properties and between 200 and 300 privately owned properties will have received energy efficiency improvements through the Community Energy Saving Programme.
- ✓ Between October 2011 and October 2012, over 1,000 free insulation measures were installed at private properties using Carbon Emission Reduction Target funding.
- ✓ 295 private households benefited from Warm Front heating and insulation measures in 2011/12.
- ✓ The Council has been awarded £120,000 from the Department of Health to continue its Keeping Coventry Warm initiative aimed at tackling excess winter deaths and other health impacts of excess cold.
- ✓ Over the last 5 years 1,840 properties have been adapted for disabled occupiers and £14m has been spent on Disabled Facilities Grants.
- ✓ Since Coventry Homefinder was launched in September 2007, over 12,500 properties have been let through the system.
- ✓ £340 million has been spent by Whitefriars Housing since 2000 to repair and improve its housing stock in the City.
- ✓ Orbit Care and Repair supported and gave practical help to 1,576 older and vulnerable people during 2011/12 to enable them to live more independently.

Our Challenges

Although we are proud of our achievements the Council faces new challenges and opportunities in order to fulfil its strategic housing role. Since 2008, Britain has been experiencing a severe **economic downturn** which has had an impact on the housing market. Limited lending by banks has affected funding for new housing and the ability of householders to access mortgages and **finance to buy or improve homes**.

The economic downturn, together with **government spending plans and welfare reform** is likely to put further pressures on household incomes which will have a greater impact on vulnerable people. The cuts to public sector spending mean that our collective capacity to respond is also reducing. For example, there is no specific Government funding to support improvements in private sector housing conditions whereas in previous years funding has been available. The Council therefore has limited options in what it can spend and inevitably, our priorities will be targeted to those in greatest need.

Possibly linked to the state of the economy and housing market and the introduction of Homefinder in September 2007, the aspiration to secure suitable social housing is growing. The number of households on the social housing register increased from just under 6,500 in April 2006 (before the introduction of Homefinder), to a peak of over 25,700 in 2009. As at April 2012, the register stood at just over 22,700 and of these, 2,359 were in urgent or extremely urgent housing need (Bands 1 and 2). As there is **limited social affordable housing** available in the City it is clear that the private rented sector will need to play a greater role in meeting housing needs.

Over the coming years, government funding for public services in Coventry will be cut, year on year. The Council will have to find considerable savings while at the same time trying to protect a range of frontline services. The Council Budget Report 2013/14 forecasts a fall in resources of 11.6% in 2013/14 compared to 2010/11 and further falls of 13.9% in 2014/15 and 17.3% in 2015/16 respectively.

The challenging economic climate and cuts in public sector funding will require us to be innovative and creative if we are to turn our challenges into opportunities.

The Fundamental Service Review (FSR)

In light of the financial pressures described above, a review was undertaken of the Housing Service during 2010-12 and implemented in April 2012. This saw a reduction in overall staffing numbers and a rationalisation and refocusing of resources towards the customer. A key strand of the FSR was to promote greater use of self – service and reduce avoidable contact levels through better information, guidance and support. In addition to these changes, the need to achieve value for money and maintain service improvement remains a constant aim throughout this strategy.

Policy Drivers

The National Context

National Housing Strategy

The national housing strategy is set out in Laying the Foundations: A Housing Strategy for England, published in November 2011. The national policy drivers for housing are to:

- Increase the number of houses available to buy and rent, including affordable housing.
- Improve the flexibility of social housing (increasing mobility and choice) and promote home ownership.
- Protect the vulnerable and disadvantaged by tackling homelessness and supporting people to live independently.
- Make sure that homes are of high quality and sustainable.

Localism

The Localism Act 2011 sets out the Government's plans to shift power from central government back into the hands of communities and councils. In terms of housing, this includes greater flexibility around how social housing is allocated, changes that allow homeless families to be housed in the Private Rented Sector and the introduction of Fixed Term Tenancies.

Welfare Reform

The Government have introduced a series of reforms to welfare and benefits, including the Welfare Reform Act which received Royal Assent on 8th March 2012. The Act legislates for the biggest change to the welfare system for over 60 years and introduces a wide range of reforms designed to make the benefits and tax credits system fairer and simpler, improving financial incentives to work. The main challenges for landlords, tenants and the Council to consider include:

- Household caps on benefits and the introduction of Universal Credit, which will include a housing element and direct payments to tenants rather than landlords. Figures from the Department of Work and Pensions show approximately 470 households will be affected by the benefit cap in Coventry, all of them large families.
- Housing Benefit property size criteria for working age claimants deemed to be under-occupying in the social housing sector. Initial work done by Whitefriars Housing Group has identified 2,400 tenants that may be affected.
- Changes to Local Housing Allowance, including an increased age threshold from 25 to 35 years under which single claimants are entitled only to the shared room rate. The Department for Work and Pensions impact assessment of the LHA changes estimated that approximately 9,000 claimants could be affected in Coventry.

Affordable Rent

Registered Providers can now use a new type of tenancy where the rent is up to 80% of the market rent, known as 'Affordable Rent.' The additional money is used to help fund the development of new affordable homes. This is described further in Theme 1. The main issues for the Council to address in relation to Affordable Rents include:

- Ensuring the revenue raised is used to fund the delivery of new affordable housing in the City.
- Assessing the impact of potentially higher rents on affordability for local residents in housing need.

Green Deal

The Green Deal, being introduced by the Government in 2012, intends to reduce carbon emissions by improving the energy efficiency of properties. It provides a

means for home owners and landlords to secure capital upfront for energy efficiency measures, which will be paid back by future savings through energy bills. This will mean:

- All households will be able to install energy saving measures without having to find upfront capital.
- An 'Energy Company Obligation' will offer further financial support for vulnerable households and hard to treat homes.

The Green Deal is described further in Theme 3.

Equality Act

In April 2011, a new public sector Equality Duty was introduced under the Equality Act 2010. The duty requires public bodies to give 'due regard' to the need to eliminate discrimination, advance equality of opportunity and foster good relations in all areas of work including developing policy, delivering services and employing staff. To meet the duty, we will monitor whether the needs of people with protected characteristics are being met and that they have full access to our services. This assessment will be done using tools such as Equalities Impact Assessments, data collection and monitoring the use of and satisfaction with services.

The Housing Strategy will be tested through an Equality Impact Assessment as part of the adoption process. We acknowledge that the Housing Strategy is a high level strategic document, which sets out the overall focus of our work. Therefore, individual policy changes and practices will need to be tested for their impact on different sections of the community.

The Sub-Regional Context

Coventry is part of the Coventry and Warwickshire sub-region's **Local Enterprise Partnership (LEP)**. The LEP brings together private and public sectors along with academic representatives, to expand the economy, create jobs and grow wealth in the region. Housing has a crucial role to play in developing the City's economy and to contributing to sub-regional investment. The LEP's five year strategy sets out its future plans and is driven by the following vision for the Coventry and Warwickshire economy:

“By 2016, through strong private-public sector collaboration, Coventry and Warwickshire will be regarded as one of the best and easiest places in the country to establish, run and grow strong and successful businesses; generating significant new employment and skills opportunities in the area.”

The LEP has been awarded £12.8m from the Government's Growing Places fund – designed to kick-start developments and other infrastructure projects. This will help to facilitate the delivery of jobs and economic growth as quickly as possible.

Coventry City, Solihull Metropolitan Borough and Warwickshire County Councils have also signed a **Memorandum of Collaboration**. This statement of intention sets out the principles by which the participating authorities will work together to deliver or commission services. The aim of this is to better deliver efficiency savings and reduce costs whilst building resilience across the participating authorities.

The Local Context

The **Sustainable Community Strategy** (Coventry: the next 20 years) was produced by the Coventry Partnership in 2011. It sets out a vision for Coventry to be 'a growing, accessible City where people choose to live, work and be educated and where businesses choose to invest.' The Strategy sets out nine key themes to achieve this vision – 'housing' is included as one of the themes, with the aim of creating:

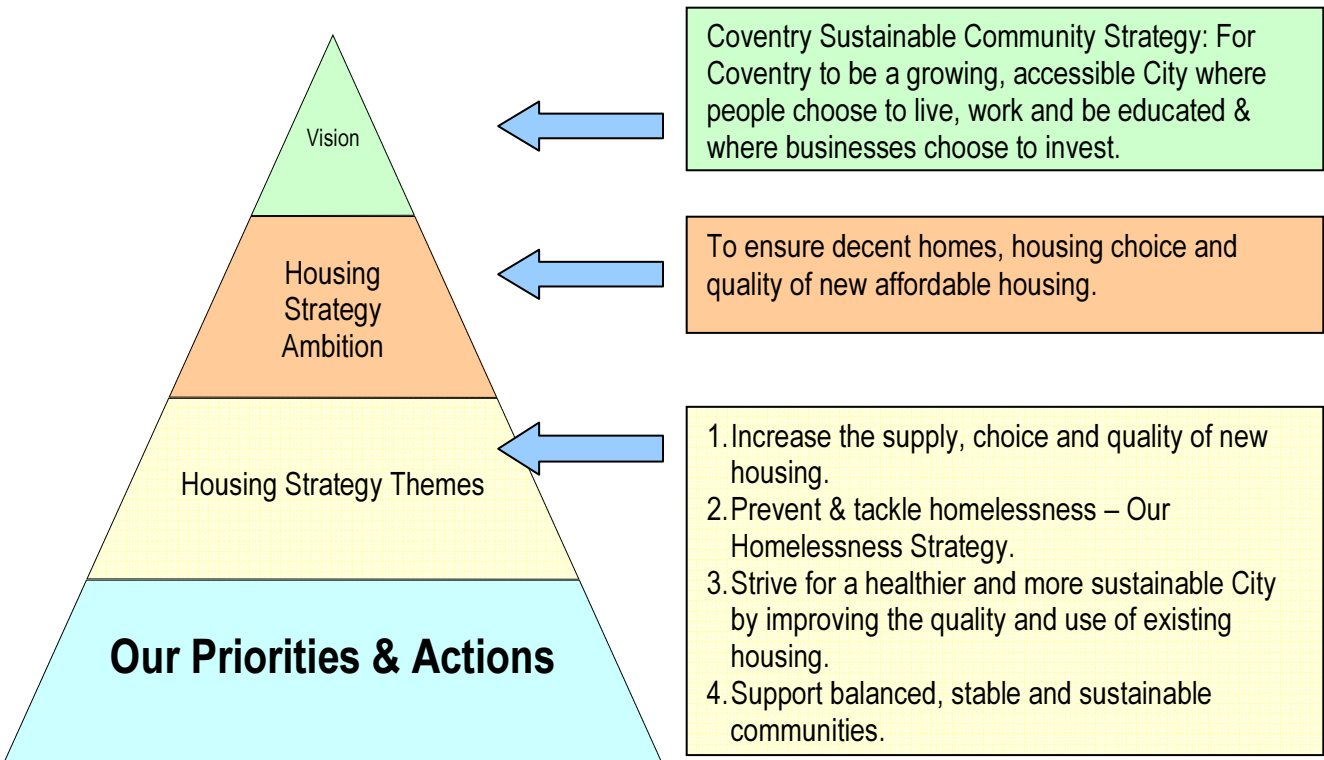
- A good choice of housing to meet the needs and the aspirations of the people of Coventry.

Through the Action Plan our Housing Strategy sets out how the housing sector contributes to the cross-cutting themes of the Coventry Sustainable Community Strategy.

It is vital when thinking about the Housing Strategy for 2013-2018, that we also consider the impact and influence of housing on other plans and strategies. Key relationships include the **Corporate Plan, Local Development Framework, Coventry Jobs Strategy, Coventry Economic Development Strategy, Coventry Local Investment Plan, Coventry Climate Change Strategy, Health Inequalities Strategy for Coventry,**

Coventry Joint Strategic Needs Assessment, Draft Joint Health & Well Being Strategy, Community Cohesion Strategy and Community Safety Strategic Assessment. Rather than duplicate what is in these plans and strategies, the Housing Strategy will refer to them as appropriate throughout this document.

How the Housing Strategy contributes to the Vision for Coventry



Format of the Housing Strategy

Themes 1, 3 and 4 of the Housing Strategy are set out under the headings detailed below. Theme 2 (the Homelessness Strategy) follows a different approach and structure in order to comply with Homelessness legislation.

Our Priorities

This section summarises the main focus of our work and the key items to be delivered over the period of the strategy.

What do we Know?

This section presents the key information, drawn from various national and local data, to build a picture of local needs and help explain why this objective has been agreed as a priority for housing in Coventry.

The Issues

This section provides further background information, including the challenges and issues faced in order to address our priorities.

What do we need to do next?

This section states what we will do in order to address our priorities. It highlights the available resources and any particular financial issues or opportunities that may affect how the priorities are addressed.

The Housing Strategy also incorporates three core values that set out the principles of how we will work to deliver our priorities, they are:

- Putting the customer at the centre of everything we do.
- Providing value for money - to make sure that we make the best use of limited resources.
- Innovative partnership working – to strengthen our ability to deliver our priorities and provide the best possible outcomes for residents.

Where appropriate these have been described in more detail under each theme.

Action Plan

The Housing & Homelessness Strategy includes an action plan (pg 76) which explains in more detail how we will deliver the Strategy and contribute towards the themes of the Sustainable Community Strategy.



The strategy contains a number of terms which may be unfamiliar to the reader. These terms are explained in the glossary on page 89

What we will do – summary

- Monitor customer satisfaction and equality to ensure that we continually improve our services, eliminate discrimination and promote equality.
- Maintain a robust evidence and research base to inform policy and decisions.
- Work with our partners to evaluate and mitigate the impact of welfare reforms in the City.

Theme 1 – Increase the supply, choice and quality of new housing

Our priorities:

- Optimise opportunities for increasing new affordable housing supply.
- Promote balanced and sustainable communities by diversifying the size, type and tenure of new affordable housing, particularly family sized housing.
- Develop new affordable housing to a high quality.
- Support economic growth by developing high value, high quality housing to retain higher earners and attract new residents.
- Regenerate neighbourhoods where poor quality, low demand housing exists.
- Improve existing site provision to meet the needs of Gypsies and Travellers.

What do we know?

Affordable Housing Need & Provision

- The population of Coventry has grown from 300,848 in 2001 to 316,960 in 2011 and is projected to grow to 334,500 by 2028 (based on a level of economic growth that is expected for Coventry).
- There is a substantial shortage of affordable housing – Coventry requires 1,949 extra affordable homes between 2011 and 2016 (in addition to 1,296 in the development pipeline).
- The amount of capital investment available nationally for new affordable housing has been reduced significantly, from £8.4bn to £4.5bn.
- Over the last 12 years, the list of those seeking social housing has increased by around 300% whilst the social housing stock has declined by around 8% (over 1,400 affordable homes) as a result of the demolition of obsolete stock and tenants exercising their Right to Buy.
- There is a need for all types and sizes of housing in Coventry, however the most acute need is for larger family housing – an estimated 61% of overall housing need and demand is for three and four bedroom properties.

- Despite the recession an average of 335 new affordable homes per year have been delivered over the last five years, although there is uncertainty over the future rate of affordable housing delivery.
- There is an identified need to refurbish or remodel the Council owned Gypsy and Traveller site.

Affordability

- The average property price in Coventry is £137,792 and the average entry level property costs £97,500 (housing associated with First Time Buyers).
- The average (median) income in the City during 2011 was estimated at £25,984 – this means around 45% of households have insufficient income to afford entry level market housing.
- The difficulty in accessing mortgage finance coupled with the requirement for larger deposits has led to an inability for many potential First Time Buyers to purchase properties.

Housing Stock & Resident Workforce Imbalance

- 47% of homes in Coventry are terraced - of the 354 local authorities in England, only 15 local authority areas have a higher proportion of terraced homes.
- 71% of homes in the City are within the lower value Council Tax bands A and B, compared to only 56% across the West Midlands and 45% nationally.
- Average house prices are comparatively much lower in the City (at £137,792) compared to Rugby (£187,975) and Warwick (£248,175).
- Resident-based earnings are around 12% lower than workplace-based earnings - this suggests there is a workforce who earn higher wages working within Coventry that don't live in the City.
- On average around 3,800 people move each year from Coventry to Rugby, Nuneaton and Bedworth or Warwick.

The Issues

Background

The Council is committed to delivering jobs-led economic growth. As housing growth contributes to delivering this vision it is essential that economic priorities and housing investment are aligned. Various factors have an impact on the supply of housing: the availability of land and finance to develop it, the buoyancy of the market, the amount buyers are prepared to pay, density levels, and planning policies. Against the background of continuing housing market uncertainty and constrained grant funding for new affordable housing, the Council will need to take a more proactive and innovative approach to deliver homes of different sizes and types, for a range of incomes. This means working within the context of current market conditions to ensure the continuing supply of housing across all sectors.

Affordability

The tightening of lending criteria by many banks and building societies has had a significant impact on the affordability of market housing. First Time Buyers are particularly affected as they are more reliant on flexible lending criteria and often have insufficient savings for a deposit. There are several Government schemes designed to give First Time Buyers a route into home ownership. The Council through its affordable housing policy has been able to assist aspiring home owners, who cannot afford to buy market housing, to gain access to various intermediate housing options. A growing number of authorities are also now using their financial assistance powers to support mortgage provision, either individually or in collaboration with banks and building societies.

Demand for Affordable Housing

The 2012 Strategic Housing Market Assessment (SHMA) indicates that an additional 649 affordable housing units are required annually. This includes 1,296 units (259 annually) that have received planning permission but have not yet been built. An extra 1,949 affordable homes are required from 2011 to 2016 (390 annually) to ensure we meet current and future need. The level of affordable housing need represents an increase of approximately 30% on the level of need identified in the 2008 SHMA study and highlights the growing pressure on affordable housing in Coventry. This is

supported by evidence from the Homefinder Register. In April 2012, there were 22,718 households on the housing register, of which 2,359 were in urgent or extremely urgent need, but only 2,299 properties became available for letting in 2011/12. This demonstrates that the demand for affordable housing vastly outweighs the supply.

Although there is a need for all types and sizes of affordable housing in the City, there is an acute need for more larger family homes. This is because there is an under-supply of larger family homes within the existing stock and these do not often become available for re-let. In terms of the type of social housing properties that became available through Homefinder during 2011/12, 68% were flats or maisonettes. In terms of the size of social housing properties that became available during the same period, 48% were studio or one-bedroom properties suitable for one or two occupants only and only 16% of properties had three or more bedrooms. This imbalance of flats and smaller properties means that in general larger families have to wait longer for a suitable home to become available.

The SHMA estimates that 61% of overall housing need and demand in the City is for family housing (3 bedrooms and larger). This is further evidenced by the Homefinder Register, which shows that in April 2012, 3,549 households were registered as requiring family housing of 3 or more bedrooms whereas only 372 family homes of 3 bedrooms or larger were advertised in 2011/12. Of the 3,549 households, 730 (21%) were registered as being in urgent housing need. The SHMA estimates that it would currently take around seven years to meet the current level of urgent need for housing of four or more bedrooms based on the turnover of social housing stock.

Applicants needing large family homes also have difficulty in being able to afford suitably sized larger properties in the private rented sector. This is likely to be exacerbated by the reductions in Local Housing Allowance rates under the Government's programme of welfare reforms.

Affordable Housing Funding

The Homes and Communities Agency (HCA) grant (for 2011- 2015) which has been allocated for affordable housing on identified sites in the City is £5.8m, compared to

£44m during the previous three year period. Funding has also been allocated to bring 47 empty properties back into use (see Theme 3); to partly remodel the site for Gypsies and Travellers (covered later in this section); and to develop a new homelessness centre of around 65 units to replace 'The Chace' homeless hostel (through Homelessness Change funding). At this stage, it is unclear what the Government's funding plans for the post-2015 period will be.

The Affordable Homes Programme 2011-2015 will enable Registered Providers to deliver 251 new affordable homes across the City over the lifetime of the programme compared to 1,114 units funded by the 2008-11 programme.

The Government has introduced a new tenure called 'Affordable Rent,' with the aim of sustaining development despite the sharp reduction in capital grant funding. Registered Providers are now able to charge up to 80% of market rents on new developments and a proportion of their re-let housing. The additional income can then be used to enable affordable housing development. The HCA's new approach to investment means there is a presumption against grant funding from central government for social rented housing (apart from exceptional cases) – the HCA programme will now mostly only fund 'Affordable Rent' properties and intermediate housing.

The Council prepared a Local Investment Plan (LIP) for Coventry in 2010 in conjunction with the HCA. This sets out the agreed spatial and thematic priorities for regeneration and housing investment priorities for 2011-2015. The priorities have been determined to ensure that Coventry can take advantage of its economic potential and enable the City to accommodate economic growth.

Local Planning

The Council is currently preparing the Local Development Framework (LDF) for the City and the Core Strategy is the primary strategic document in the Local Development Framework. The emerging Core strategy, scheduled for adoption mid 2013, considers the number and location of additional homes (market and affordable), in addition to the development of infrastructure and economic growth, within the City up to 2028. Taking into account the requirements of the National Planning Policy

Framework (NPPF), the recommendations of the SHMA, the responses to public consultation and the findings of the Sustainability Appraisal, the Council consider the requirement of 11,373 new homes (both market and affordable housing) between 2011 and 2028 to be achievable and in keeping with the overarching principles of this Core Strategy.

As economic growth is an important issue within the Core Strategy, we need to give careful consideration to any housing that comes forward as part of future developments in terms of the location, design, type and tenure mix. We also need to consider the demographic changes and identified local need, in particular the **housing needs of vulnerable or marginalised groups and specifically the need for older persons and specialist housing – this is covered in Theme Four.**

Until the Core Strategy is adopted, the Coventry Development Plan (2001) will continue to set out the current planning policy for the City. On private development sites above a certain threshold size, the developer is expected to provide affordable housing through a Section 106 agreement. The current planning requirement is for 20% or 25% of the development to be affordable housing on developments of 25 or more dwellings (depending on which area of the City). The draft Core Strategy proposes alternative options through planning gain, which may result in changes to the percentages and thresholds to 25% in the mid – low value areas of the City and 35% in the higher value areas, on sites of more than 20 dwellings.

Aspirational Housing

There is a lack of choice of homes for higher-earners and potential high earners such as graduates in Coventry. These are commonly referred to as ‘aspirational homes’. Aspirational homes are important in order to attract a balanced socio-economic population to Coventry, which in turn is required to support the economic growth of the City. The National Planning Policy Framework (NPPF) allows flexibility for councils to support housing developments of a size and type that better reflects local characteristics and the economic priorities of the Council. Furthermore the development of aspirational housing is supported by the NPPF as it encourages sustainable communities as well as a mix of residents.

Overall the housing offer in Coventry is unbalanced and biased towards lower value properties across all housing types compared to the housing offer in neighbouring districts such as Rugby and Warwick. This is reflected by the lower house prices, the predominance of certain property types and the proportion of properties in the lower value Council Tax bands in Coventry.

The City's stock imbalance is also mirrored by the disproportionately low numbers of high earners living and working in the City and the migration patterns to neighbouring areas. Resident-based earnings in the City are around 12% lower than workplace-based earnings. This suggests that people are more likely to commute into the City from other areas to take up higher paid jobs (i.e. there is a workforce who earn higher wages within Coventry that don't live in the City) and local residents are more likely to have lower paid jobs.

Similarly an average of 3,800 people move each year from Coventry to Rugby, Nuneaton and Bedworth or Warwick. The evidence suggests that this is likely to be partly influenced by differences in the housing offer, with a greater representation of larger (and more expensive) family housing in attractive neighbourhoods, particularly in Warwick and Rugby.

By increasing the quality and choice of housing in the City, this could provide an opportunity for high-earners to move to the City and encourage existing residents to remain. However new housing alone will not raise Coventry's profile outside of the City and overcome perceptions which currently exist, especially those held by people who live outside but work in the City. The objectives of this Strategy to increase housing choice will also need continuing investment in infrastructure, good quality shops, transport improvements and leisure facilities to raise Coventry's total offer.

Development Land

The Council's updated Strategic Housing Land Availability Assessment 2012 (SHLAA) establishes the most up to date position in terms of land available for housing development. This identifies a supply of land that could accommodate 15,063 dwellings, of which 85% are on brownfield land. Of the total land identified within the SHLAA, 6,589 are considered deliverable within the next five years (2012-2017), this

is more than twice the level required by the draft Core Strategy and represents a flexible land supply position.

Since the credit crunch, land and sales values have inhibited speculative development in the City, although contrary to trends elsewhere a number of stalled major residential development sites have re-started within the last two years or so. This has seen a growth in net completions year on year since 2009 with the number of net completions in 2011/12 being the 3rd highest annual completion rate in the last 20 years. This suggests that development viability is improving and that the volatile market experienced since 2008 may be stabilising. The challenge for this Housing Strategy and the Council's wider planning policy is to provide sufficient flexibility to allow developments to progress and deliver appropriate types and tenures of housing that respond to changing housing needs, housing market conditions and site constraints. This is important to avoid undermining site viability that may otherwise prevent sites coming forward and stifling new development.

Design of New Housing

New housing is increasingly being built to higher standards especially as a result of changes in Building Regulations and targets for implementing renewable energy source and Green Deal objectives. It is also important that new housing is suitably designed to cater for the everyday living needs of the occupants and provide flexibility for future changes in family size and circumstances, without the need for them to move unnecessarily, thus contributing to long term sustainability.

Standards that are important include Lifetime Homes, Building for Life, Secured by Design and the Code for Sustainable Homes. It is generally accepted that we need to 'future proof' housing built in Coventry. However, it is also recognised that at a time of reduced public sector funding, we need to carefully consider our role in promoting higher standards particularly where the cost of higher standards may compromise the deliverability of new housing.

Pioneering new homes at Sampson Close - Passivhaus development



Orbit has invested £3m to build 23 new affordable homes at Sampson Close, which also received funding from the HCA. This was the UK's largest Passivhaus development and was the first social housing scheme in the Midlands to be Passivhaus certified. Orbit is working with Coventry University to monitor the effectiveness of the pioneering new homes. The environmentally friendly homes built using innovative energy efficient technologies will reduce residents' energy consumption and therefore their fuel bills.

New Homes Bonus

Introduced in April 2011, funding from the New Homes Bonus provides an incentive for councils to provide new homes. For each new home delivered or empty property brought back into use, councils receive the national average of Council Tax for that property per annum over a period of six years. In addition, there is a flat rate of £350 per annum payable over six years for each additional affordable home delivered.

Regeneration

In areas of the City such as Wood End, Henley Green, Manor Farm, Hillfields, Stoke Aldermoor, Canley and Willenhall weaker housing markets are evident and characterised by high levels of deprivation, tenure imbalances and obsolete stock. New housing is an essential part of wider regeneration programmes aimed at meeting the needs and aspirations of differing households and is vital to creating mixed, stable and sustainable communities. This requires a move away from mono-tenure housing provision towards a more diverse housing offer in terms of the type and tenure of housing. Ongoing programmes have already been successful in providing greater

tenure diversification, re-balancing housing markets and reducing vacancy rates within the social sector. Demolition programmes of obsolete and low demand properties have supported this and together with regeneration work to date, have assisted in driving a 45% reduction in long-term vacant dwellings between 2004 and 2011.

Gypsy and Traveller Provision

The Housing Act 2004 included a statutory requirement to undertake an assessment of the needs of Gypsies and Travellers known as a Gypsy and Traveller Accommodation Assessment. The National Planning Policy for Traveller sites (March 2012), which supplements the NPPF, provides guidance on planning for Gypsy and Traveller sites.

The Council owns and manages one site in the City which did provide 22 pitches for Gypsies and Travellers. A Gypsy and Traveller Accommodation Assessment was completed in 2008 and recommended that as the site is in a poor state of repair there is a need to remodel the site. The study acknowledges that many Gypsy and Travellers in the City meet their accommodation needs in permanent (bricks and mortar) housing and that there is no additional requirement for pitches between 2007 and 2017 as long as the improvements are undertaken on the existing site.

What we will do next?

Affordable Housing Supply

The Housing Strategy fully supports the Local Development Framework and we will continue to work closely with planning colleagues to deliver affordable housing. There are planning permissions in place for 1,296 additional affordable homes in the City which could be developed over the next 5 years by both developers and Registered Providers. Several sites are either now being developed or are expected to commence within the next two years where RPs have HCA grant available. In addition developers are building on major brownfield sites (including Bannerbrook Park, the Brown's Lane former Jaguar site, New Century Park, New Stoke Village and the WEHM regeneration area). The delivery of affordable homes will largely be reliant on when the developers concerned are able to commence building work taking into account market conditions.

We have set an **annual housing target of 649 additional affordable homes** based on the findings of the SHMA and what can be realistically achieved without constraining the overall delivery of housing in the City. This target includes the 1,296 in the development pipeline. The private rented sector will also play a much greater role in the provision of affordable housing to meet our target – this is described in more detail in Theme 2.

Once the new Core Strategy has been adopted we will be working with planning colleagues to develop further guidance around the policies and rationale for affordable housing in the City in an updated *Affordable Housing Supplementary Planning Document*.

Community Infrastructure Levy (CIL)

The Council is currently examining the potential of introducing a Community Infrastructure Levy, which will secure funding for key infrastructure requirements across the City. Over the coming years this is expected to largely replace traditional Section 106 (S106) contributions for infrastructure, although S106 agreements will remain in place to secure affordable housing. If introduced in Coventry, the impact on development viability will need to be closely monitored to ensure it does not compromise affordable housing provision. Under planning regulations new affordable housing will not be required to pay the Community Infrastructure Levy.

Maximising Funding Sources & Other Resources for Affordable Housing

We remain committed to delivering new affordable housing in the City to meet our housing needs and will be exploring innovative and creative methods to supplement provision through the current Affordable Rent programme and Section 106 agreements. This is vital if we are to rise to the challenge of developing ways to increase the affordable housing supply at a difficult time of reduced public sector funding. We will, therefore, explore a range of funding sources and methods including:

- Planning Policy – affordable housing secured through planning conditions and Section 106 agreements.
- Recycling grant funds held by Registered Providers, including grants recycled through the sale of shared ownership properties.

- Local authority funding, e.g. cash receipts collected on an exceptional basis in lieu of affordable housing being provided on site.
- Funds raised by Registered Providers under the new Affordable Rent programme.
- Making best use of council land and assets.
- Assisting groups interested in self-build and custom-build in line with national housing policy, where people purchase land to build or commission their own homes.
- Maximising the number of empty properties brought back into use as affordable housing.

Diversifying the size and tenure of Affordable Housing

Tenure mix

In terms of the tenure mix, the SHMA recommends a 50:50 tenure split between social or Affordable Rented housing and intermediate housing. We will set out guidance on the preferred tenure mix of affordable housing through the new Affordable Housing Supplementary Planning Document mentioned earlier.

Size mix

For affordable housing to be built on major new residential development sites (whether through grant funding or Section 106 agreements), we will set out guidance on preferred unit sizes of affordable housing through the new Affordable Housing Supplementary Planning Document.

Based on the SHMA recommendations for a mix of affordable housing required to meet need and address imbalances in the overall stock, we will propose that development schemes will include the following affordable housing target mixes (expressed as a percentage of the total number of affordable dwellings in a scheme):

- 1 bedroom - 15%
- 2 bedroom - 30%
- 3 bedroom - 35%
- 4 bedroom - 20%

Due to the imbalance of apartments in the social sector described earlier, further apartment provision in that sector in areas of existing over supply will be discouraged. The exception will be where a small number of purpose designed apartments are required to meet identified strategic priorities for supported housing or disability needs.

Increasing the Choice of Aspirational Housing

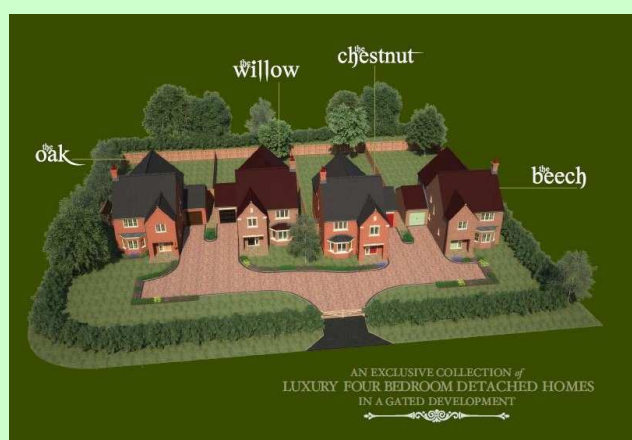
As well as increasing the supply and range of affordable housing, this Strategy supports the delivery of good quality, sustainable development proposals aimed at diversifying the City's overall housing mix. This is necessary in order to retain and achieve an in-migration of high-earners and professional households, thereby creating a more balanced socio-economic population, a thriving local economy and a sustainable City.

To achieve this further work will be required to establish a clear local definition of aspirational housing that should provide further clarification for developers. We will explore the market for aspirational housing in the City to ensure that valuable land is used most effectively.

The Housing & Homelessness Strategy supports the emerging Core strategy by taking a flexible approach to the development of housing and by making the most effective use of land. This should take into account prevailing market conditions, the characteristics of the development site and its local context in both design and market terms. The City's land capacity includes several 'urban village' sites which provide opportunities to deliver aspirational family housing; this will be explored further.

Providing aspirational homes at Westwood Heath

Replacing a former derelict cottage, these high quality aspirational homes on the semi-rural southern border of Coventry, will provide much-needed open-market housing choice for high earners and professional households. The innovative scheme is provided by Signature New Homes, the company that has been set up by WM Housing Group to develop these homes. The profit from sales of the properties will be re-invested in the Group's affordable housing programme, thereby helping to increase the supply of new affordable housing at a time of constrained government funding.



Working in Partnership

We will examine new ways of working with our partners including neighbouring Councils, Registered Providers, the HCA, voluntary groups, private developers and lenders. This is important to demonstrate the investment potential of Coventry. It will also strengthen our understanding of the needs of private developers and their development finance providers, as well as the barriers they experience when developing new housing. In turn this will help to identify new solutions to increase the housing supply.

Design quality

We will strive to improve standards of design in new housing especially in relation to space and ergonomic use of dwellings as well as to provide for long term sustainability and flexibility in use. In a period of reduced funding we will need to take a balanced

approach to the cost and quality of new homes where this affects the viability and deliverability of new housing schemes.

We will, however, require all new homes to achieve design standards that comply with the emerging Core Strategy Building Standards. We will also encourage all new rented homes in the social sector to be designed to Lifetime Homes Standards where this is viable. This is essential to long-term sustainability so that a home can be adapted to suit the changing needs of a household over time. Housing designed to Lifetime Homes Standards can cater for both shorter term mobility difficulties and permanent disabilities without the household necessarily having to move.

Furthermore to supplement Building Regulation requirements for all new homes to be wheelchair accessible, we will promote the development of purpose designed wheelchair homes – this is discussed further in Theme 4.

Improved standards are expected to form part of new Supplementary Planning Documents issued under the Core Strategy when it is adopted.

Gypsies and Travellers

Our 2008 Gypsy & Traveller Accommodation Assessment concluded that there was no requirement for additional pitches in Coventry. We will remodel the only Council owned site to provide fewer but larger pitches, better meeting modern design standards.

Development Land

The Core Strategy will form the basis for leading new residential developments over the course of the plan period. It will also be supported by a Site Allocations Development Plan Document and City Centre Area Action Plan. Together these documents will add certainty for the development industry and help provide a solid base for future development in the City. To help support continued residential development the Council is committed to regularly updating the Strategic Housing Land Availability Assessment (SHLA) and will maintain a robust and credible housing land supply.

Regenerating Priority Areas

In line with the priorities identified in the Local Investment Plan (LIP), we will continue to prioritise the provision of new housing in identified regeneration areas in the City Centre, WEHM, Canley, Stoke Aldermoor and Foleshill. This will provide a projected 9,530 properties including an estimated 2,300 affordable homes. The continuation of these regeneration programmes is essential to deliver Core Strategy objectives. This is to re-vitalise these areas by strengthening housing markets, providing an improved housing base to support jobs led growth, addressing deprivation and broadening housing choice through a greater mix of dwelling types and tenure diversification.

What we will do – summary

- To support economic growth we will aim to meet our affordable housing target and keep the target under review.
- Explore alternative funding sources and methods to enable affordable housing developments.
- Contribute to diversifying the housing stock and meeting housing needs by achieving the right tenure, size and proportion of affordable housing on new developments.
- Negotiate to improve the percentage of larger family homes delivered as part of the Affordable Housing Requirement.
- Identify the market for aspirational housing and promote future housing sites where aspirational housing could be suitable.
- Explore a new partnership model for investment in housing development.
- Continue to support regeneration programmes in the City.
- Take a balanced approach to improving the design of new housing.
- Identify opportunities to assist First Time Buyers.
- Remodel the Siskin Drive Gypsy & Traveller site.
- Work with Planning to develop a new Supplementary Planning Document setting out guidance on affordable housing in the City.

Theme 2: Prevent & Tackle Homelessness

– Our Homelessness Strategy

Introduction

The Homelessness Act 2002 requires all authorities to periodically develop a strategy to prevent and reduce homelessness, based on a review of the homelessness situation in the area.

This is Coventry's third Homelessness Strategy. This Strategy will allow us to meet our duty under the Homelessness Act 2002 and the Code of Guidance on Homelessness 2006, which is to review homelessness in the area and produce a strategy for addressing homelessness. The Homelessness Review is available as a supporting document to the Strategy.

For the first time our Homelessness Strategy has been included as a specific theme within the broader Housing Strategy instead of being developed as a separate document. This approach means that the Homelessness Strategy can be read as 'part of the bigger picture' within Coventry's wider Housing Strategy and is not seen in isolation from the range of other housing factors that influence homelessness. It also allows the aims and priorities to be aligned with other key plans and strategies that influence both the Housing Strategy and the Homelessness Strategy (as described earlier in 'Setting the Scene').

We recognise the detrimental effects that homelessness can have on someone's life; it can affect their health, employment, learning and overall well being. Given the adverse effects of homelessness, it is preferable that services are provided to prevent homelessness wherever this is possible. There is also a significant monetary cost for households and for the Council via its statutory duties.

Therefore, it is of key importance that Coventry has a robust strategy that works to develop services to prevent homelessness and assist those who are in housing need. The Council has legal duties towards certain groups of homeless households, but the

scope of this strategy is to cover all forms of homelessness, and importantly to prevent homelessness wherever possible.

Policy Context

The Government has embarked on a programme of reforms to housing policy and welfare that will have an impact on homelessness and housing need. This national context in relation to homelessness is summarised below, and is covered in more detail in the Homelessness Review.

One of the biggest challenges which must be addressed in this Homelessness Strategy is how we deal with the effects of these reforms and the expected increase in the risk of and level of homelessness that may result. This is in the context of reduced public spending and the wider impacts of the recession.

National Context

Welfare Reform

The impact of welfare reform is on a household's income and therefore their ability to meet housing costs. The housing related reforms that may have a direct impact on homelessness include:

- Changes to Local Housing Allowance.
- Introduction of size criteria for working age social tenants who require Housing Benefit to meet the costs of their rent.
- Overall benefit cap of £500pw for families and £350pw for single adults.
- The introduction of Universal Credit.

Localism Act 2011

Key measures with regards to homelessness and housing include:

- The option for local authorities to discharge the main homelessness duties with the offer of private rented sector housing, without the agreement of the homeless household. In doing so local authorities must be satisfied with the suitability of the accommodation in terms of affordability, property condition and household circumstances, alongside the requirement for a minimum 12-month tenancy.

- The introduction of new Fixed Term Tenancies enabling social housing landlords to offer shorter tenancies (minimum of five years fixed term, or two years in exceptional circumstances. For Registered Providers, this has been implemented through changes to the Regulatory Standards).
- A duty for local authorities to publish a Tenancy Strategy to provide a framework for Registered Providers to develop their own Tenancy Policies (described previously in 'Setting the Scene'). A key issue for homelessness is the manner in which Fixed Term Tenancies are brought to an end. The Tenancy Strategy has been developed in tandem with our Housing Strategy and will be available on our website.
- Greater flexibilities to set social housing allocations policies that are appropriate to the local area.

Local Context

Housing Fundamental Service Review

As detailed in the section 'Setting the Scene', a Fundamental Service Review (FSR) of the Housing Service was undertaken during 2010-12 and implemented in April 2012. With particular relevance to homelessness, this involved restructuring the Housing Options Team to enable resources to be refocused towards the customer together with a greater emphasis on the customer being self-sufficient. Roles were redefined to provide: initial expert advice and assistance (First Response); homelessness prevention & assessment; and assistance to households in need to enable them to access the Private Rented Sector.

Access to Private Rented Properties (APRP)

As part of the Fundamental Service Review a new team of three officers has been set up to enable people in housing need, including those that are homeless or at risk of homelessness, to access the private rented sector. The team will administer the Access to Private Rented Properties (APRP) scheme which provides a non-cash rent deposit guarantee on behalf of the tenant to replace the usual deposit required by private landlords. The team will also provide advice and support to the tenant and the landlord, a property inspection service, mediation where necessary, and liaise with the Housing Benefit Team.

Homelessness Commissioning

As well as providing direct provision of homelessness services through its Public Safety & Housing Department, the Council commissions a significant homelessness services programme from external third sector organisations. This programme includes a rough sleeper outreach service, direct access hostels, support for homeless households in temporary accommodation, a bond scheme, support for homeless individuals (males & females) and move-on support. These services include both accommodation-based and floating support services. Seven third sector providers have been commissioned through thirteen separate contracts to provide the external homelessness commissioned services programme.

The external homelessness commissioned services programme is funded from former Supporting People funding. Although this funding is no longer 'ring-fenced', the Council has currently committed to continuing to fund the external programme and maintain the priority given to this area of work. The programme is currently being reviewed and will be re-commissioned when the current contracts come to an end.

Tenancy Strategy

The Coventry Tenancy Strategy has been developed in tandem with the Housing & Homelessness Strategy. The Tenancy Strategy states that the Council intends to use the opportunity presented in the Localism Act 2011 to discharge its main homelessness duty using an offer of a suitable private rented sector property, without requiring the consent of the applicant.

How we have developed the Homelessness Strategy

In developing this Homelessness Strategy, we have looked at local and national data on homelessness, good practice from around the country and worked in collaboration with regional partners and homelessness service providers.

We have consulted a wide range of stakeholders on the Strategy, including Registered Providers, third sector organisations working with people in housing need, internal council departments and service users.

What do we know – A Summary of the Homelessness Review

The Homelessness Review provides up to date information about:

- The current and potential future levels of homelessness.
- The needs of homeless and potentially homeless households.
- The services that are provided and activities that are carried out to tackle and prevent homelessness, including gaps in provision.
- The resources available to the Council and its partners to deliver these services.

This information has informed the production of the Homelessness Strategy. Key issues arising from the Homelessness Review include:

Needs Mapping

- During 2011/12, 1146 households approached the Council for assistance and completed a homelessness application. Following assessment, 576 were found to be homeless, eligible, in priority need and not intentionally homeless (known as 'Statutorily Homeless' and owed the main homelessness duty).
- The majority (67%) of these were households containing dependent children.
- There has been an increase in the number of households made homeless when a private tenancy (assured shorthold tenancy) comes to an end.
- 523 households required temporary accommodation.
- During 2011/12, 1603 clients accessed homelessness services commissioned by the Council and provided by external organisations.

Service & Resource Mapping

- The Council provides advice and assistance, carries out homelessness assessments, provides temporary accommodation when necessary, assists in accessing the private rented sector and operates the Coventry Homefinder choice based lettings system.
- The external homelessness commissioned services programme is funded from former Supporting People funding. The programme currently provides 230 units of accommodation and 263 units of floating support.

Internal & External Consultation

Consultation with service users and providers of homelessness services identified that:

- There is a need for a single point of access to homelessness services.
- There is a need for homelessness services to be delivered in a more co-ordinated, joined-up way.
- A one-size-fits-all approach is not appropriate for all client groups.

Identification of Service Improvements & New Service Provision

Several gaps in services were identified, particularly:

- Services for women.
- Services for clients with high/complex needs.
- Support for households placed in temporary accommodation.

In addition, the range of homelessness prevention measures used could be improved in line with the particular emphasis on prevention in *Making Every Contact Count: A Joint Approach to Preventing Homelessness* (Aug 2012).

The Homelessness Review is available as a supporting document to the Housing & Homelessness Strategy (details on Contents page).

Our priorities

On the basis of the findings of our review of homelessness in the City and taking into account national policy guidelines, the Homelessness Strategy focuses on four major priorities.

Our Homelessness Priorities:

Overarching Priority

To deliver upon the challenges set out in the Government report 'Making Every Contact Count: A Joint Approach to Preventing Homelessness' (2012).

Local Priorities

- To establish a revised process for the assessment, allocation and procurement of temporary accommodation.
- To re-commission external homelessness services which better align with homelessness priorities.
- To review the local social housing allocation system – Coventry Homefinder.

Developing and implementing a Coventry Homelessness Action Plan in response to the Government's preventing homelessness challenges will be the key priority for the City for the next 5 years. However, in addition to the ten key national Homelessness challenges, a further three local priorities have emerged as a result of the Homelessness Review and through consultation with our stakeholders and customers.

The provision of proactive services to help households avoid homelessness altogether, or minimise the detrimental affects should homelessness be unavoidable, remain at the heart of what the Council aims to achieve.

Priority Issues & What We Will Do

Priority 1

To deliver upon the challenges set out in the Government report 'Making Every Contact Count: A Joint Approach to Preventing Homelessness' (2012).

In August 2012 the Department for Communities and Local Government, following a Ministerial Working Group on Homelessness, produced a report entitled – ***'Making Every Contact Count : A Joint Approach to Preventing Homelessness'***. The vision for the report is simple but bold – there is no place for homelessness in the 21st Century. The key to delivering that vision is prevention – agencies working together to support those at risk of homelessness.

The report provides a framework of ten key challenges for local homelessness teams working with their partners to deliver a gold standard service.

The ten challenges are to:

- adopt a corporate commitment to prevent homelessness which has buy in across all local authority services.
- actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs.
- offer a Housing Options prevention service, including written advice, to all clients.
- adopt a No Second Night Out model or an effective local alternative.
- have housing pathways agreed or in development with each key partner and client group that includes appropriate accommodation and support.
- develop a suitable private rented sector offer for all client groups, including advice and support to both clients and landlords.
- actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme.
- have a Homelessness Strategy which sets out a proactive approach to preventing homelessness and is renewed annually so that it is responsive to emerging needs.

- not place any young person aged 16 or 17 in Bed & Breakfast accommodation.
- not place any families in Bed & Breakfast accommodation unless in an emergency and then for no longer than six weeks.

What are the issues/challenges?

The key issues identified by the Homelessness Review and consultation with partners, stakeholders and customers will be addressed by meeting the homelessness service standards set out in the 'Making Every Contact Count' Government report.

The Homelessness Review and the local context information gathered in the supporting documents highlight the potential increases in homelessness as a result of: welfare reform changes; the continuing slow down in the economy; the inability of potential house purchasers to raise a sufficient deposit or obtain housing finance; the slow down in the development of new affordable housing; and difficulties in gaining access to the private rented sector.

The Homelessness Review describes the nature and scale of homelessness issues in the City. This requires a comprehensive, coherent and joined up approach to tackle the issues raised. The Review highlights that there should be a particular emphasis on the prevention of homelessness. This will include partnership working to address issues within welfare reform.

What we will do

The Council will lead on developing a new Coventry Homelessness Action Plan that will include responses to the ten preventing homelessness challenges set out by Government. A strategic working group involving both internal and external partners will be formed to develop the Action Plan, which will be reviewed annually to monitor progress and ensure our actions continue to reflect local priorities on homelessness.

Priority 2

To establish a revised process for the assessment, allocation and procurement of temporary accommodation

It has been well documented that the use of temporary accommodation, particularly Bed & Breakfast accommodation, has a detrimental effect on family life and the well-being of households. Specifically, the use of temporary accommodation can have a negative impact on children's schooling, mental health, employment/training opportunities, social wellbeing and the ability of households to get on with their lives.

The aim of this priority is to provide the most efficient and rapid assessment of those that may require temporary accommodation. This is to ensure that:

- The temporary accommodation is suitable to meet the household's needs.
- Households are supported whilst in temporary accommodation.
- Households are housed in suitable permanent accommodation as quickly as possible.

What are the issues/challenges?

The Homelessness Review has highlighted the significant numbers of households that the Council has housed in temporary accommodation, including Bed & Breakfast provision.

The procurement and use of temporary accommodation is currently administered separately by the Council's Housing Options Team, as well as the Adult Social Care Team and the Children Learning and Young People's Directorate. Each section uses temporary accommodation to fulfil their own particular statutory duties and responsibilities.

A review of temporary accommodation provision has identified:

- A duplication of assessments for temporary accommodation by different sections of the Council.
- A duplication of procurement processes in the acquisition of temporary accommodation from private sector providers.
- Different charging rates.

- Inconsistency in the quality of accommodation/services for temporary accommodation.

As well as the detrimental effects to households in temporary accommodation, there is a significant financial cost to the Council in continuing to use this provision in this way.

What we will do

We will work with partners to establish a revised process for the assessment, allocation and procurement of temporary accommodation across different Council Directorates and Teams and provide support to households requiring this service.

We will reduce the need for temporary accommodation through an improved approach to preventing homelessness.

Homeless Families Project – Providing temporary accommodation with Whitefriars Housing Group

The homeless families' project set up with Whitefriars Housing Group provides 10 properties for temporary accommodation, as an alternative to Bed & Breakfast. These offer a more suitable and affordable solution by providing temporary accommodation in Whitefriars properties with the added benefits to families of support and home provisions such as their own cooking facilities.

Support provided includes: working with families to overcome difficulties which affect their housing situation and may result in future homelessness; working with other agencies to ensure that families continue to be supported after leaving the service; assisting in the development of skills to enable families to maintain future tenancies; and applying for funding to help tenants clear former arrears and over-come barriers to finding move-on accommodation.

Priority 3

To re-commission external homelessness services which better align with homelessness priorities

The Council commissions external organisations to provide additional homelessness support services. These commissioned homelessness services are paid for by former Supporting People funding which is no longer ring-fenced. These services are an essential addition to the services provided by the Council's Housing Options Team.

What are the issues/challenges?

Currently, seven commissioned homelessness organisations provide these additional services through 13 separate contracts. Each contract is administered separately with its own assessment system, client record keeping and monitoring processes.

Consultation with homelessness providers and their clients has identified a duplication of processes, assessments and administration between the various contracts. In particular, the providers have differing assessment criteria and client records are unable to be shared between services. Homeless clients have talked of a 'revolving door' process between services, where they have experienced moving between commissioned services and have ended up back at the original starting point. As each customer is presently only able to be supported under one contract, this can often mean that not all individual needs can be fully met.

The Homelessness Review identified key gaps in services particularly around support for those in temporary accommodation, people with complex needs and insufficient provision for women. Further work has also highlighted the links and opportunities to combine the external homelessness services with housing support provided to ex-offenders.

The homelessness commissioned services will be reviewed and re-commissioned when the current contracts come to an end.

What we will do

Through consultation with current homeless providers, stakeholders and clients, we will re-commission external homelessness services, alongside housing support

services for ex-offenders, when the current contracts come to an end. This will be informed by the findings of the Homelessness Review and further consultation with current providers, stakeholders and clients.

Priority 4

To review the local social housing allocation system – Coventry Homefinder

Coventry Homefinder is the choice based social housing allocation system established in 2007 by the Council and its social housing partners. The system is used to fulfil the Council's duties under Part 6 of the Housing Act 1996 and the Homelessness Act 2002. It is also the system by which the Council discharges its duties under Part 7 of the Housing Act 1996 (this is explained further in the Homelessness Review).

The Coventry Homefinder Nominations and Lettings Policy aims to ensure that customers in housing need are provided with a level of reasonable preference to access appropriate housing. As a Choice Based Lettings system, it provides customers with the opportunity to 'bid on' (express an interest in) social housing properties that are advertised and generates a short list based on priority need and registration date.

What are the issues/challenges?

Demand for social housing through Coventry Homefinder is high. In April 2012, there were 22,718 applicants registered. Of these, 2,359 had an urgent or very urgent housing need (priority bands 1A to 2C). During the year 2011/12 only 2,299 properties were advertised and let through Homefinder.

The Government has introduced a wide ranging package of social housing reforms, set out in 'Local Decisions: a fairer future for social housing'. This includes the introduction of Fixed Term Tenancies, changes to allocations and homelessness processes and the promotion of increased mobility for social tenants. In addition, the Government published "Allocation of Accommodation: Guidance for local housing authorities in England" in June 2012, which is new statutory guidance on allocations that replaces all previous national guidance.

As a result of the new statutory guidance, the Council will be able to set its own qualifying criteria to determine who will and will not be allowed to register with Coventry Homefinder. The Council will also have greater freedoms over the priority given to households, which can include criteria such as their current or past behaviour, their contribution to the community and local connection. However, households with a housing need that meets the 'reasonable preference' criteria will still be given a level of priority.

Welfare reform changes (including the introduction of Universal Credit, benefit caps and particularly the reduction of Housing Benefit paid to working age tenants who under-occupy social housing) could all have an impact on the Coventry Homefinder system.

Social housing provider partners are also considering their allocations policies in light of the greater flexibilities provided by Government. The current Coventry Homefinder Policy requires social housing provider partners to advertise 100% of their general needs vacancies on Coventry Homefinder (with certain specific exceptions). Based on their own need to make best use of their stock and to assist tenants affected by welfare reforms and other policies, partner social housing providers are considering their future involvement in Coventry Homefinder. Midland Heart has recently developed its own choice based lettings system open to all its customers across the region and now only advertises 50% of its general needs vacancies through Coventry Homefinder.

What we will do

We will work together with current social housing providers and wider stakeholders to carry out a comprehensive review of Coventry Homefinder and the supporting Nominations and Lettings Policy. This will ensure that the policy is best able to deliver upon the priorities stated in this Strategy and takes into account the statutory guidance issued by Government.

Implementing the Strategy

The implementation and monitoring of the Homelessness Strategy will be overseen by a new strategy implementation group, which will be a sub-group of the Coventry Partnership Housing Theme Group. The group will comprise representatives from Council departments, Probation, Police Service, third sector providers, and Registered Providers. Working groups will be set up to take forward specific projects that require a multi-agency approach. Co-ordinating the implementation of the Homelessness Strategy will be the responsibility of the Council's Housing Service.

This Homelessness Strategy contains an overview of our priorities for the next year and an action plan. The action plan will be reviewed annually by the strategy implementation group and an annual report on the implementation of the strategy will be submitted to the Coventry Partnership Housing Theme Group.

What we will do – summary

- Work with partners to develop a new Coventry Homelessness Action Plan to respond to the ten preventing homelessness challenges set out by Government in 'Making Every Contact Count: A joint approach to preventing homelessness' (2012).
- Work with partners and other Council Directorates to establish a revised process for the assessment, allocation and procurement of temporary accommodation.
- Re-commission external homelessness services in 2013.
- Work with current social housing providers and wider stakeholders to carry out a comprehensive review of Coventry Homefinder and the supporting Nominations and Lettings Policy.

Theme 3: Strive for a healthier and more sustainable City by improving the quality and use of existing housing

Our Priorities:

- Improve energy efficiency and affordable warmth across all tenures.
- Improve property condition and management standards in the private rented sector.
- Make best use of existing housing by reducing the number of empty properties and addressing under-occupation.

What do we know?

Stock Condition

- Ongoing reductions in public spending have significantly impacted on our ability to fund housing improvements in the private sector – in previous years funding has been available.
- The cost to remedy all non-decent private properties in the City is estimated at £130m and £24m to remedy only Category 1 hazards.
- An estimated 38,350 (35%) private sector homes in the City are non-decent.
- An estimated 1.6% of the City's social rented stock was non-decent as at March 2010.
- An estimated 22,100 (20%) private sector homes have a Category 1 hazard.
- Most non-decent homes are occupied by the elderly, people on low incomes or those that are economically vulnerable.
- There are an estimated 3,180 Houses in Multiple Occupation (HMO) in the City, with an estimated 300 that are licensable HMOs.

Use of Housing Stock

- Nationally there are around 430,000 households in the social rented sector who under-occupy their home by two or more bedrooms (against the bedroom standard).

- The 2011 Census indicated that in Coventry, 9.5% of households were overcrowded compared to 9.2% of households in the West Midlands and 8.7% of households in England.
- Whitefriars Housing estimate that 2,400 of their working aged tenants are currently under-occupying their property.
- In October 2012 there were 686 households in a priority band on the Homefinder register who were recognised as being overcrowded.
- At the same time, there were 218 households in priority bands on the Homefinder register who were recognised as under-occupying their social rented home.
- In April 2012 there were 2,587 empty homes in the private sector, of which 1,434 had been vacant for more than six months.
- New benefit rules mean that from April 2013, working age social housing tenants considered to be under-occupying their homes will face a reduction in their Housing Benefit.

Energy Efficiency & Fuel Poverty

- In 2010, 21% of households in Coventry were in fuel poverty compared to the national average of 19%.
- At the LSOA (Lower Super Output Area) neighbourhood level, 68 out of the 197 LSOAs have fuel poverty levels at over 25% and of these, eight have levels of over 30%.
- The Climate Change Strategy for Coventry indicates that approximately 36% of the City's carbon dioxide emissions are from the housing stock.
- 22,070 dwellings in the City have a Category 1 hazard present and of these, 59% had an excess cold hazard.
- 79% of the private sector stock in the City has loft insulation below the current Building Regulations standard and 22% contain un-insulated cavity walls.
- Approximately 40% (44,000) private sector homes in the City have un-insulated solid walls.

The Issues

Background

There are clear links between housing conditions and the health and well-being of our communities. The condition of homes in the social rented sector is good, with most meeting the Decent Homes standard by the Government's deadline of 2010. However, this is not the case with privately owned and rented homes. The private rented sector has grown over the years and now accounts for around 20.6% of residential accommodation in the City. At the same time the private rented sector must rise to the challenge of increasing demand albeit with no government funding available (for grants or loans) to support housing improvements. The challenging economic climate together with rising fuel costs also mean that many people cannot afford to maintain or adequately heat their home.

Alongside the issues around poor private sector stock condition it is recognised that social housing, particularly larger family housing, is in short supply in the City (as described in Theme 1) - it is, therefore, important that we make the best use of the City's existing housing stock.

Poor Stock Condition

A Private Sector Stock Condition Survey and Health Impact Assessment of the private sector stock were undertaken in 2012. This included an assessment of the financial cost of poor quality private sector housing on the health service. The intention is to use the evidence to inform a focused approach to tackling private sector housing in the worst condition and where possible, to work with partners to improve the quality of life for the most vulnerable residents. It is anticipated that the transfer of Public Health into the Local Authority will greatly assist this work.

The Stock Condition Survey highlighted a number of issues within the private housing stock in Coventry and in particular that 35% of homes fail the Decent Homes standard. The highest number of failures was attributable to the presence of Category 1 hazards and the second highest to a poor degree of thermal comfort. There is little difference between the proportion of non-decency found in owner occupied and private rented dwellings. However, there is a strong correlation with household

incomes - 49% of homes where the household income is below £10,000 per annum are non-decent. Around 20% of the private sector stock has a Category 1 hazard, with this type of hazard being more common in owner occupied dwellings (21%) compared with private rented homes (17%).

Some of the worst housing conditions can occur in shared accommodation or Houses in Multiple Occupation (HMOs). HMOs include bedsits, shared houses and self contained flats. It is recognised that HMOs provide a valuable component of the housing market. With two universities and two colleges of further education in the City there is a significant student population. Approximately 31,600 full time students attend either Coventry or Warwick University, many of whom live in shared accommodation in Coventry and Leamington. Due to changes in Local Housing Allowance from April 2012 there is likely to be an increased demand for HMOs from single claimants under 35 years old. Under these changes single claimants under 35 are now only entitled to claim the rate of a single room in a shared property, rather than the rate for a one bedroom property.

Orbit Care & Repair

Many older homeowners have equity that is tied up in the value of their home but have little or no savings. The Home Improvement Agency (HIA), Orbit Care and Repair, in partnership with Just Retirement and Houseproud, have supported many people who want to use this equity to fund repairs, improvements or adaptations to their homes. The future challenge for the agency is addressing the funding shortage for home improvements in the private sector, particularly as the Kick Start programme for equity release loans has now ended.

Addressing fuel poverty and energy efficiency

Significant amounts of funding have been invested over the last five years to improve the energy efficiency of homes and tackle fuel poverty, through initiatives such as the Carbon Emission Reduction Target (CERT), the Community Energy Saving Programme (CESP) and Warm Front. However, there are still many thousands of households that find it difficult to afford to heat their homes to a healthy level due to inadequate thermal insulation, inefficient and uneconomic heating systems, low household incomes and high fuel prices. Increasing energy prices have far

outweighed rising incomes and improvements in energy efficiency and the problem is unfortunately getting worse.

A household is considered to be in fuel poverty when more than 10% of their income has to be spent to achieve an adequate level of warmth in their home. Fuel poverty is associated with low income and vulnerable households – in the private sector stock this is highlighted by the following statistics:

- 72% of all households in fuel poverty have incomes of less than £10,000 per annum.
- 48% of households with a person aged 75 or over are in fuel poverty.
- 36% of households with a resident with a disability are in fuel poverty.
- 25% of households comprising a lone parent and dependent child are also in fuel poverty.

The effects of fuel poverty can be far reaching, impacting on health and wellbeing, limiting educational attainment and exacerbating child poverty. The Marmot Review Team produced a national report in 2011 that reviewed the evidence relating to the health impacts suffered by those living in fuel poverty and in cold housing. It confirmed the linkage between excess winter deaths, the low thermal efficiency of housing and low indoor temperatures and identified both physical and mental health consequences for children, young people, adults and older persons.

The problems of fuel poverty and its impacts on health and wellbeing will continue to demand a co-ordinated approach to tackling the causes. A key challenge will be to get help to those communities and individuals that are most vulnerable. As the Marmot Report concluded, the households in the most urgent need are those who are least likely to access support.

In 2012, the Council approved a Climate Change Strategy for Coventry. The Strategy recognises the connections between carbon reduction, energy efficiency, fuel poverty and the adverse health impacts of cold homes. A key aim of the Climate Change Strategy is to protect the most vulnerable people in Coventry by ensuring that they can afford to heat their homes.

Empty Homes

Empty homes have a significant impact on the overall condition and supply of the private sector housing stock as well as the neighbourhoods in which they are located. They can detract from the quality of the local environment and can cause significant problems for local residents. With over 2,359 households in urgent or extremely urgent need on the Homefinder Register, long term empty properties are also a wasted resource. Many of the empty properties on the Council's list are in the inner city wards, particularly Foleshill, Stoke and Hillfields. The overwhelming majority of empty properties are family houses of which there is a particular need in the City.

In April 2012, 2,587 dwellings were empty, including 1,434 that had been empty for more than six months. These figures have decreased over recent years. Bringing empty properties back into use can benefit the owner, potential occupiers, businesses and the wider community. In addition, the New Homes Bonus provides another incentive to bring empty properties back into use.

Under-occupation & Overcrowding

Large numbers of households living in social housing have more space than they need – often because their children have left home. Under-occupying a property not only affects the supply of larger sized affordable housing but also places a degree of pressure on households affected. For example, older householders who under-occupy are often unable to manage a larger property and this may be compounded by anxieties in relation to moving home or leaving long established community roots.

Encouraging under-occupiers in social housing to downsize releases properties for larger households who may be living in overcrowded conditions. In October 2012 there were over 680 households in a priority band on the Homefinder register who were recognised as being overcrowded. In April 2012, there were also 3,549 households registered as requiring family housing of three or more bedrooms. However, the number of larger social rented homes is limited - only 372 family homes of three bedrooms or larger were available through Homefinder in 2011/12.

The Council has been working with Whitefriars Housing Group to provide support and financial incentives to social housing tenants who are under-occupying their property

to downsize from larger family homes. The scheme was piloted in 2011 and extended to other Registered Providers in 2012.

New benefit rules mean that from April 2013, working age social housing tenants who claim housing benefit will face a reduction in their benefit if they are considered to be under-occupying their homes. Whitefriars Housing Group has contacted approximately 2,400 of their tenants who may be affected to give them advance notice of the changes and inform them of their options either to budget for the shortfall in the rent they will have to pay or to consider moving to a smaller home. The Council Benefits Service and other Registered Providers are also identifying and contacting under occupying social housing tenants of working age who may be affected by changes to Housing Benefit in 2013.

Working in partnership to make best use of the City's housing stock

An initiative was piloted by Coventry City Council and Whitefriars Housing to free-up much-needed larger properties in the City by helping tenants to downsize to a smaller home.



Jim and Mary Elvidge had lived in their family home for 25 years where they raised four children, but as they got older they found that the house and garden was too much for them. Now they have moved to a one-bedroom bungalow in Coundon.

“Whitefriars helped us move by arranging the removals and we could leave the furniture we didn’t need and they got rid of it. Moving home can be a difficult thing to do but we’re really happy where we are now.”

What we will do next

Energy Efficiency/Affordable Warmth

We will continue to work with our partners and continue to play a leading role in the development and implementation of projects to improve home insulation and heating efficiency, provide help to reduce fuel costs, maximise incomes and support householders with fuel debt arrears. Projects include the following:

Green Deal & the Energy Company Obligation (ECO)

The Green Deal is a major new energy efficiency initiative being introduced by the Government in 2012 – it is based on a 'pay-as-you-save' model that allows energy efficiency measures to be installed without any up-front costs. This will be complemented by the ECO where energy companies will be set targets requiring them to invest in measures such as insulation and heating improvements. The ECO, in particular, presents a new opportunity to tackle fuel poverty in Coventry and will replace the CERT, CESP and Warm Front schemes. We will work with our sub-regional partners and other organisations under the direction of the Coventry and Warwickshire LEP to implement schemes that conform to the strategic aspirations proposed by the LEP.

In conjunction with this, we will pursue other complementary funding for energy efficiency and affordable warmth projects. We will also implement a range of initiatives to provide information and advice that will connect home owners and tenants with available assistance and encourage behavioural change.

Our energy efficiency and affordable warmth work will be across all tenures, but will need to take into account the scale of the problems affecting the owner occupied and private rented sectors. The private rented sector has expanded rapidly over recent years to a point now where it is larger than the social rented sector. In light of the Government's proposals to make it illegal from 2018 to rent out a property that has an F or G rated Energy Performance Certificate, steps will be taken to encourage private landlords to improve the energy efficiency of their properties in readiness for this change.

We are required by the Home Energy Conservation Act 1995 to submit a report to the Secretary of State for Energy and Climate Change by 31st March 2013 detailing the measures that will lead to significant domestic energy efficiency improvements. The Housing Strategy and Climate Change Strategy will inform the content of the report.

Improving Property Condition

The Council is committed to ensuring that those living in the private rented sector are living in decent, good quality homes which are well managed. We will do this through:

- Supporting and improving our relationship with private landlords through the Landlords' Forum and newsletter.
- Developing the new APRP Scheme (Access to Private Rented Properties), aimed at helping those in priority need access private rented housing in the City (described further in Theme 2).
- Membership of the Homestamp Consortium. This involves working with partners to improve the standard of private rented homes and to provide information and training for private landlords.
- Providing relevant information, advice and support on our website.

Where landlords do not offer a reasonable standard of accommodation and who do not engage with the Council, we will use enforcement powers to ensure that they improve the quality and management of privately rented housing. This includes addressing issues around disrepair, harassment and illegal eviction.

The Council is responsible for enforcing standards within HMOs to make sure they are free from hazards and are managed properly. The Housing Act 2004 also requires the Council to license certain types of HMOs. We will routinely check licensed HMOs and continue to assess conditions in the property using the Housing Health and Safety Rating System. Enforcement powers will be used where necessary to ensure HMOs in the City are safe and free from Category 1 hazards. We will proactively survey HMOs in the City to ensure that where relevant, they are licensed.

Tackling Empty Properties

Our aim is to bring 211 empty private properties back into use in 2012/13 of which 53 will be long term empty properties. The target will be increased by 5% year on year.

We will use sophisticated software to help identify and prioritise empty properties in the City so that resources can be deployed to tackling those properties that could potentially cause the greatest nuisance or risk to health. Alongside this we will work with internal partners such as Planning, Environmental Health, Legal and Finance departments to identify opportunities for bringing long-term empty properties back into use. Our approach will include offering advice to the owners of empty properties and where necessary we will make full use of a wide range of enforcement powers, including enforced sales to recover any debt to the Council.

Using funding from the Homes and Communities Agency, we will bring 47 empty properties back into use at Affordable Rents. This will be achieved by working in partnership with WM Housing Group, Moathouse Community Trust and Emmaus (a charity working with homeless people).

Tackling empty properties – a wasted resource

This property on Henley Rd is a listed building. Through a family member the owner was contacted. However, due to the poor condition of the property and planning restrictions, the owner had found it difficult to refurbish the property. Following numerous attempts by the Empty Property Officer to assist this owner in bringing this property back into use, he was eventually served with an improvement notice to carry out works to the property. As the owner was not in a position to carry out the works himself the Council assisted the owner in selling the property to someone who was. The new owner was able to completely refurbish the property, increasing the City's much needed supply of family sized housing.



Before



After

Making Best Use of Stock

We are keen to ensure the best use of the social housing stock by securing a better match between the size of tenant households and the homes they occupy. Our Allocations Scheme can contribute to this but other means are needed as well. Our aim is to address under occupancy whilst at the same time being sensitive to the needs of households who currently under occupy their homes. Our approach will include:

- Considering how we provide future support and information to people wanting to move to smaller accommodation.
- Working with Registered Providers to consider how to integrate the Whitefriars down-sizing scheme into future social housing allocation practices.
- Increasing the choice of accommodation available for people wanting to downsize.

What we will do – summary

- Bring long-term empty private properties back into use and increase our target year on year.
- Work with the Council's Benefits Service and Registered Providers to increase the supply of larger family homes by addressing the issue of under occupation.
- Improve the condition of the existing stock by prioritising properties in the worst condition and assisting the most vulnerable people.
- Work with landlords and tenants to support the increasing role of the private rented sector to provide high quality, professionally managed accommodation.
- Aim to reduce energy bills and make homes warmer by identifying opportunities for installing energy efficiency and renewable energy measures and maximising funding from external sources.

Theme 4: Encourage balanced, stable and sustainable communities

Our Priorities:

- Support independent living for vulnerable and marginalised groups.
- Improve housing choice for an ageing population.
- Improve the quality of our neighbourhoods to support safe, inclusive and cohesive communities.

What do we know?

- The number of people in Coventry aged over 55 is expected to increase by 30% between 2010 and 2030, with 64% growth predicted in the population aged over 85.
- For 2012/13 the budget for Disabled Facilities Grants (DFG) is £2,140,000, funding around 378 grants - however the Council's capital budget is insufficient to meet future demand.
- Since its inception in April 2003, the former Supporting People budget has reduced from £16.9m in 2003 to £12.9m for 2012/13.
- 7,458 people benefitted from housing related support services in Coventry in 2011/12.
- The Council is funding 3,757 units of housing related support, which includes 2,586 units of supported housing and 1,171 units of floating support (2012/13).
- In 2011/12 the Home Improvement Agency, Orbit Care and Repair were able to access funding to the value of £1,328,132 to help customers to improve, repair or adapt their properties.
- 65% of working age people in Coventry are in employment, down from 71% in 2007 before the recession. 6% are unemployed and 29% are economically inactive (eg long term sick, full time student, looking after family/home etc).
- Indicators (2012) based on the Marmot Review report suggest that 19% of people in Coventry live in households in receipt of means-tested benefits compared to 15% nationally.

- 32% (101,349) of the City's residents live in neighbourhoods which are in the 20% of the most deprived neighbourhoods nationally.
- During 2011/12 the number of reported crimes in the City was 25,734.

The Issues

Background

The Council is committed to encouraging the development of balanced, stable and sustainable communities in the City. Strong communities require effective approaches to promote inclusiveness, assist the vulnerable, increase safety and to ensure the built environment and public space meet people's needs and aspirations.

There are also some vulnerable and marginalised groups with specific needs that require particular types of accommodation or support to sustain housing. This requires provision of a range of specialised housing and support to enable them to live safely and independently.

City Deprivation

Coventry is ranked 52 out of 326 Local Authority Districts under the Index of Multiple Deprivation 2010 (with 1 being the most deprived), but there is a wide variation within the City. 35 LSOA (Lower Super Output Area) neighbourhoods are within the 10% most deprived areas in the country, but there are also 5 areas in the 10% least deprived areas in the country. The north-east of the City, particularly St Michael's and Foleshill, have a high number of deprived neighbourhoods, but there are also pockets of significant deprivation in other parts of the City including Henley, Binley and Willenhall.

Demographic Change

The population aged over 55 is expected to increase by 30% between 2010 and 2030, with 64% growth predicted in the population aged over 85. Given the expected increase in older people, key illnesses or disabilities affecting older people (aged 65+) are also expected to increase significantly between 2012 and 2030. In particular there is expected to be a 44% rise in the number of people with dementia and a 30%

increase in people with activities affected by previous strokes, falls, hearing impairments and mobility problems.

There is no single statistic that captures the extent of disability in the population.

There are 55,848 people in Coventry with a limiting long term illness, which is around the national and regional average. The proportion of people aged 16-64 with either learning disabilities, moderate or serious physical disabilities or mental health problems is expected to increase by an estimated 21-22% between 2012 and 2030.

The fact that people are living longer and the future expected increases in people with disabilities, is likely to have an impact on the number of people with care and support needs and/or requiring specialist accommodation. It is also recognised that many older people wish to live as independently as possible in their own homes. As such there is a need to identify alternative support models, in order to improve the housing options available.

Development of new affordable specialist housing

There is a shortage of purpose-designed or suitably adapted accommodation for people with disabilities in priority housing need. The Homefinder register has over 140 applicants for disability housing suitable for independent living but only 29 suitable properties became available through vacancies during 2011/12.

There continues to be a substantial need and demand for bungalows (mainly 2 bedroom) across both the affordable and private sectors amongst older people and those with disabilities. However, the development of supported housing, including bungalows, can be problematic in terms of both funding and site location.

Disproportionately larger plot sizes are required for bungalows compared with apartments and houses. This discourages developers from building new bungalows despite the demand for them and as such only limited numbers are built.

The reduction in grant rates for new affordable housing combined with the need for Registered Providers to contain development costs is likely to have an impact on new (affordable) supported and specialist housing provision. The extra costs associated with particular design requirements to cater for more complex or acute mobility or disability needs puts additional pressure on grant funding availability for new

schemes. As a consequence, it will be necessary to seek alternative ways of financing schemes in order to maintain the delivery of future supported and specialist housing.

Housing for an Ageing Population

Although there is a growing ageing population in Coventry, there is a low demand for traditional 'sheltered housing' and limited alternative choices of housing for older people. The results of our consultation with housing/support providers for older people indicate that the housing available for older people in the City needs to change as the current provision is out of step with modern aspirations and needs. Much of the former Council owned sheltered accommodation is outdated or is in less desirable locations and is therefore characterised by low demand.

Nationally there has been a strategic shift from providing residential care to providing housing with care and support – known as extra care housing. The focus is on enabling residents to have more choice over their lifestyles and to maximise independence. As residential care will increasingly be restricted to older people with more complex care needs there is a need to look at the gap that is developing between sheltered housing and residential care.

Health and Social Care

The Health and Social Care Act 2012 contains various changes to the National Health Service, including the transfer of the majority of public health functions from Primary Care Trusts (PCTs) to local authorities. The Council has established a Health and Wellbeing Board (in shadow form until April 2013) to coordinate and provide a strategic lead for local commissioning decisions across health, public health and social care. The Board includes local commissioners across the NHS, public health and social care, elected members and service user representatives. Public health is about helping people to stay healthy and avoiding ill health which improved housing can alleviate.

Transformation of Adult Social Care

To meet the housing and support needs of vulnerable people we need to address the personalisation agenda within social care to enable people requiring support to remain in independent accommodation. Direct payments are part of the Government's

Personalisation agenda, which puts the client at the centre of the support required, giving them more choice and control. Direct payments were given to over 600 people in Coventry at the start of 2012/13 to enable them to purchase their own care and support instead of the Council arranging it. Whilst improving choice and control is positive, it also presents a challenge. People will need information about what services are available and how their health and care needs are affected by their housing circumstances. This will require integrated working between housing, health and social care commissioners.

The Government has also published the 'Caring for our Future: Reforming Care and Support' White Paper (July 2012) and the Draft Care and Support Bill (July 2012). The White Paper sets out the principles on which care and support are to be established, including a greater focus on prevention of, or delaying the need for, more intensive care interventions (for example, through adaptations and provision of supported accommodation). The Bill states that authorities must 'make arrangements for ensuring co-operation' between various groups, including housing staff, adult social care teams and directors of children's services.

Disabled Facilities Grants (DFG)

We provide financial assistance to eligible homeowners or private tenants to enable a disabled person to gain access to essential areas within their homes including access to a kitchen, bedroom and bathing facilities. The assistance is in the form of a grant to meet the costs of undertaking the works required.

However, as the number of elderly people living in the City is increasing, the Council is seeing a higher demand for disabled adaptations from elderly home owners and private tenants. The number of DFG applications relating to younger disabled people is also on the rise. In 2008/09 less than 25% of grants completed were for people aged under 60 but this has gradually increased year-by-year and in 2011/12 it was up to 34%. This presents particular challenges, as the nature of the disabilities presented by younger adults and children tend to require larger and more expensive adaptations.

Despite this the current capital budget made available for DFGs from Government grants is insufficient to meet this growing demand. The Council has consistently

added resources to the capital programme to ensure that we can meet the demand for aids and adaptations. We are investing £2.1m towards DFGs in 2012/2013, which should finance a programme of 378 grants. However, future funding is uncertain and alternative approaches to funding and managing aids and adaptations will need to be considered if we are to continue to meet the demand.

Many housing authorities around the country continue to work with long waiting lists for adaptations. In Coventry our approach to managing the DFG programme has meant that for the last five years, we have avoided a waiting list for DFG adaptations. We have also seen the average cost of a DFG reduce from around £12,000 to £5,200. This has enabled us to provide more grants with the resources available.

We also work in partnership with Orbit Care & Repair to provide a Home Improvement Agency service in Coventry. The service supports older or disabled people who need a repair or adaptation to their home, thereby helping people maintain their independence, safety and dignity. The service helps by:

- Organising repairs and adaptations.
- Making sure people are receiving the right benefits.
- A handyperson service to do small jobs around the home.
- Finding organisations that can help with other problems.

A challenge for Orbit Care and Repair is the lack of available funding for home improvements in the private sector – this is described further in Theme 3.

Working in Partnership to Assist the Vulnerable

Mr N, who has multiple sclerosis, sight and balance difficulties, contacted Orbit Care and Repair for assistance. The case worker forwarded Mr N's details to the Department for Work and Pensions to arrange a home visit to maximise his income, as he was not receiving his full benefit entitlement. In addition, the flooring throughout Mr N's home was in a desperate state. Orbit Care and Repair applied for charitable funding from the Coventry Jubilee Rotary Charitable Trust and the Royal British Legion - this raised £1,200 for replacement flooring enabling Mr N to live more comfortably in his home.



Welfare Benefit Changes

The changes introduced as part of the Welfare Reform Act and the introduction of Universal Credit from 2013 is likely to have an impact on people requiring housing support, many of whom receive welfare benefits. In terms of the impact on services, the changes could potentially increase demand for specialist advice services around finance, debt and benefits as well as having an impact on Adults, Children's and Health services.

Key welfare reform changes that are particularly likely to have an impact on carers and disabled people include:

- The reassessment of Disability Living Allowance and the move to Personal Independence Payment. This could result in a loss of benefit entitlement.
- The extension of the Housing Benefit shared accommodation rate from people aged under 25 to people under 35. This could affect vulnerable people trying to

move-on from short term supported housing to a suitable private rented tenancy.

- The social sector Housing Benefit size criteria (for working age tenants) could have an impact on the different types of care provision. This could include those families with disabled children and disabled people living in adapted accommodation, who will not be exempt from reductions in Housing Benefit if they are assessed as under-occupying their home.
- The one-year time limit on claiming the contributory element of Employment & Support Allowance (ESA) for those disabled people expected to move gradually towards employment. This could result in a loss of benefit entitlement, putting pressure on people, especially those with fluctuating conditions, to return to work within a year.

Housing Related Support

We commission a diverse range of services for vulnerable people to enable them to live independently in the community. Client groups assisted include older people, people with physical and sensory impairments, people with mental health issues, people with learning disabilities, as well as those with substance misuse issues, homeless people, ex-offenders, young people at risk, domestic violence victims and teenage parents. However, national Government funding which was guaranteed for housing related support is now being reduced and is no longer ring-fenced. This means that it can be used more flexibly to address local issues. In light of this the Council has carried out a review of the way in which services are commissioned for vulnerable groups.

The day to day management of the housing related support contracts is now within the Adult Social Care Commissioning team, after transferring from the Council's Housing team in 2011. The Council remains committed to providing support services for vulnerable people, but is faced with the challenge of how to protect and improve the quality of services to vulnerable people, as well as address gaps in provision, in the context of reduced funding.

Safer Communities

Coventry's crime rate is not exceptional in the context of the West Midlands or nationally. Nevertheless, anti-social behaviour, crime and the fear of crime can cause distress to individuals and undermines community well-being.

The Council, through the work of the Coventry Community Safety Partnership, identifies and implements effective initiatives to improve the safety of communities and to promote cohesive communities. The partnership brings together agencies, including the Police and Registered Providers. The Coventry Community Safety Strategic Assessment identifies the priorities for the partnership to reduce the impact of crime and anti-social behaviour in the City.

It is widely recognised that access to appropriate accommodation and support plays a key role in providing a stable home life, particularly for at risk groups including victims of domestic violence, ex-offenders and people with substance misuse issues. The benefits of tackling the issues and helping people to feel safe and secure in their homes include:

- Improved health and well-being.
- Improved mental health.
- Reduced costs of crime, anti-social behaviour and nuisance.
- Reduced hospital admissions and impact on health services.
- Stable communities where people want to live and stay.

Employment & Housing

The welfare reforms and effects of the recession could have a disproportionate impact not only on certain vulnerable groups of people but also in the more deprived areas of the City. It is widely recognised that Housing services and providers have a major role to play in supporting employment and in particular the aims of the Coventry Jobs Strategy 2011-14, to help people improve their skills and enter employment.

Our partners, including Registered Providers, the voluntary sector and employers, have been at the forefront of innovative ways of working with residents to reduce worklessness, improve their life chances and to mitigate the impact of welfare reforms.

This includes offering training and employment opportunities to local people and bringing construction led employment and training opportunities into the City.

Initiatives have included a boot camp for young people who are not in education, employment or training to gain work or an education placement. The success of the Coventry boot camp has gained national recognition and as a result similar schemes are being considered across the country.

Coventry Boot Camp – helping young people into jobs and education

Organisations including the Council, Whitefriars Housing, Midland Heart, Orbit Heart of England, West Midlands Fire Service and the West Midlands Police are working together to help youngsters forge more positive futures for themselves.

"My dream is to get into landscape gardening and boot camp has shown me how to do it. And the help doesn't stop here. The guys at boot camp will continue to support me if I need it. If it wasn't for boot camp I'd still be doing nothing and looking for a job. This will help me for the rest of my life." (18 year old Ryan).



Financial Inclusion

Debt may be either a cause or a consequence of homelessness or unstable accommodation. Problems with debt can contribute to people being financially excluded, which in turn can make it difficult to open a bank account, get or sustain a

tenancy, or access credit. This is recognised as an important issue and the Housing Options Team is working closely with Coventry CAB to develop debt advice skills within the Housing Options team by seconding a CAB officer. In 2011, 184 households were referred to the CAB officer by the Housing Options Team as they were at risk of homelessness due to debt issues. Registered Providers, in partnership with other agencies such as Coventry CAB and the Coventry Law Centre, also already carry out a number of activities which assist and advise customers on financial inclusion.

A Strategic Tenancy Strategy for the City

As discussed in the 'Setting the Scene' section we are required to produce a Tenancy Strategy which has been developed in tandem with the Housing & Homelessness Strategy. At the heart of the Tenancy Strategy, we aim to minimise the impact on vulnerable households in the City who may be adversely affected by the measures introduced by the Localism Act 2011 and the changes to the social housing regulatory standards.

What we will do next?

Housing Related Support

Despite Government cuts in former Supporting People funding, the Council is currently committed to funding housing related support services for vulnerable people. However, significant reductions in public sector funding for the longer term will mean that we will have to carry out further reviews on how the available funding is spent and to ensure the support services reflect changing local needs.

Following the initial review on the way in which services were being commissioned for vulnerable groups, the Council has introduced strategic panels which will, as part of their role, scrutinise the housing related support contracts to ensure value for money and the best possible outcomes for the City's most vulnerable people.

Current housing related support across social care services costs the Council £3.041m annually with some service contracts due to expire in March 2013. In light of the Council's challenging funding position we will use the opportunity this presents to

explore future funding options for commissioned services. This will include investigating opportunities for a more integrated approach to the design, commissioning and contracting of supported accommodation and floating support services across directorates, with other authorities and with Health services.

Specialised Housing Provision

We will work with Registered Providers in the City to ensure a co-ordinated strategic approach to delivering improved services and specialised housing provision for vulnerable and older people city-wide. This includes housing for older people across a broad range of provision such as purpose built bungalows and where possible larger complexes catering for a variety of care needs and offering on-site facilities. Our approach to specialised housing provision will include an appropriate mix of tenures as described in Theme 1. As well as meeting the needs of older and vulnerable people, our aim is to make best use of the available housing stock by addressing the issue of under-occupation (described in Theme 3). This will reduce reliance on expensive residential care or out of city placements and will promote independent living.

Theme 1 of the Housing Strategy describes the imbalance of apartments in the social housing sector in the City. We will, however, continue to develop apartments but on a smaller scale, particularly where it can be shown that they will help to meet the needs of older and disabled people or those needing supported housing.

To facilitate the development of specialised housing we will continue to work closely with the colleagues in Adult Social Care Teams and Children and Young People Services to identify what further supported housing and specialist provision is required. This will be in the context of available sites, funding and identified priorities. The re-use of redundant sites or development on land occupied by existing outdated or unpopular sheltered / supported housing in the social sector, will be encouraged. This will help to secure the land needed for new purpose designed housing for vulnerable groups or older people.

Alongside developing specialist housing we will increase the supply of new homes that can cater for the needs of people as they age and those with physical disabilities,

through appropriate design standards (described in Theme 1). We will encourage all new rented homes in the social sector to be designed to Lifetime Homes Standards and for all new homes to be wheelchair accessible.

Future proposals for increasing specialist/supported housing in the City include:

- A specialist scheme of 12 units for adults with autism on a redundant Council owned brownfield site.
- A replacement for the Chace homeless hostel, comprising up to 63 units.
- 10 self contained flats in Willenhall for people with Learning Disabilities.

Public Health and Social Care

We will continue to work closely with Public Health colleagues as the responsibilities for public health are transferred to the Council, to identify opportunities for joint working where housing improvement/initiatives can improve health outcomes for communities. We have recently jointly commissioned the Private Sector Stock Condition Survey and Health Impact Assessment (described in Theme 3) to identify any specific issues in the City relating to poor housing and health.

Adapting Properties

We will carry out a review of the relocation options available for disabled people to ensure a more integrated approach between the Adaptations and Homefinder teams. The aim is to ensure that disabled people can be assisted more efficiently to either have their property adapted or to move to suitable alternative accommodation. This will help to ensure that best use is made of the City's adapted social housing stock.

We will consider more economic and alternative ways of providing adaptations. This includes:

- Looking at the options for sharing services and best practice with our sub-regional partners.
- Exploring the potential for the Adaptations team to act as an agency to install adaptations, for those customers not entitled to a grant who can meet the cost of the work themselves.
- Working with Registered Providers to develop alternative funding options for adaptations to their own properties.

Supporting Customers to Financial Security, Training & Employment.

We recognise that the impact of Housing Benefit changes, the Welfare Reform Act 2012 and the difficult economic climate represent one of the biggest challenges to be faced by the Council and its partners over the lifetime of this Housing Strategy. We will support our partners including Registered Providers and the voluntary sector to integrate opportunities which will: improve the skills base; maximise employment opportunities; and provide tenancy support to reduce arrears and financial problems at the earliest stage.

Future initiatives include:

- Working in partnership with other agencies including Groundwork, Coventry CAB, Whitefriars Housing and Midland Heart to implement the 3-year lottery funded 'Sorted' scheme. This is aimed at helping social housing tenants improve their financial confidence and to successfully sustain their tenancies.
- Continuing the activities of the Coventry Partnership Financial Inclusion Forum.
- Working with partners to implement and develop Crisis Skylight in the City in 2013. This is an award winning and accredited training and employment centre aimed at enhancing the skills and confidence of single homeless people through practical workshops and formal learning.

Community Engagement & Empowerment

We recognise that the sustainability of a community involves the degree to which people of all generations and backgrounds are able to live, interact and have a meaningful say in the way their neighbourhood is run. We will aim to achieve sustainable communities by continuing to support and work with partners across a wide range of social, economic and environmental areas. Our approach will be to:

- Develop local solutions to local problems.
- Encourage public, private and voluntary sectors to work together to improve the local quality of life.
- Encourage local people to become involved in determining local priorities, influencing services and having a say in Council decisions that have an impact on their neighbourhood.

Safer Communities

Partners in housing and the community safety sector will continue to work together to address the issues that affect the quality of life for residents. Key priorities for the Coventry Community Safety Partnership include reducing crime and anti-social behaviour, tackling domestic violence, substance misuse, re-offending and promoting community cohesion. Our approach will be to ensure that where possible the Housing Strategy contributes to initiatives identified in the Coventry Community Safety Strategic Assessment, to create safe and secure homes and neighbourhoods. This includes considering housing solutions for domestic violence victims, ex-offenders and people affected by substance misuse.

We will take a balanced approach to the design of new affordable housing to ensure that where it is viable new developments will incorporate Secure by Design principles. This involves designing out crime to enhance security for all those living on the development.

We will also tackle the issue of empty homes (covered in Theme 3) which can attract vandalism, anti-social behaviour and crime to an area.

What we will do – summary

- Explore ways of increasing funding for DFGs and managing aids and adaptations to ensure resources are used effectively and maximised.
- Develop specialist accommodation and commission housing related support services to meet the needs of the City's most vulnerable and at risk client groups.
- Work with our partners to improve access to and take-up of money and debt advice and ensure customers receive their full entitlement to benefits.
- Empower residents to take more control in shaping our housing services.
- Promote and deliver activities to address worklessness, improve the skills base and maximise employment opportunities.
- Consider ways in which housing solutions can contribute to the priorities identified in the Coventry Community Safety Strategic Assessment.

Coventry Housing & Homelessness Strategy 2013-18 Action Plan

The Housing & Homelessness Strategy has been developed in consultation with partners who have a key role to play in helping to deliver the strategy. The Action Plan below sets out in more detail how we will work in partnership with other stakeholders to deliver our strategy by determining clear actions, responsibilities and timescales.

Implementation of the Action Plan will be monitored by the Coventry Partnership Housing Theme Group. We recognise that it is important to share our progress with residents and partners; this information will be available for all residents and partners through regular bulletins on the Council website (www.coventry.gov.uk/housing).

As stated in Chapter 1 of the strategy it is our intention to keep the Action Plan under review to reflect progress achieved and to enable us to respond to any changes in legislation or policy.

Theme 1: Increase the supply, choice and quality of new housing.

How this theme contributes to the Sustainable Community Strategy:

- Theme 6: Housing. 'A good choice of housing to meet the needs and aspirations of the people of Coventry'.
 - Priority to increase the supply and choice of housing across all tenures.

Priorities:

- Optimise opportunities for increasing new affordable housing supply to ensure that the delivery of new affordable housing is at a level that supports the economic growth ambitions of the city.
- Promote balanced and sustainable communities by diversifying the size, type and tenure of new housing, particularly family sized housing.
- Develop new affordable housing to a high quality without compromising the deliverability and viability of new housing schemes.
- Support economic growth by developing high value, high quality housing to retain higher earners and attract new residents.
- Regenerate neighbourhoods where poor quality, low demand housing exists.
- Improve existing site provision to meet the needs of Gypsies and Travellers.

Action	Key Outcomes	Lead	Partners	Timescale
Develop an Affordable Housing Supplementary Planning Document.	<ul style="list-style-type: none"> ▪ To support the emerging Core Strategy and Housing & Homelessness Strategy. ▪ To provide guidance to house builders on extending the variety and mix of housing in the City. 	Planning Policy Team	Housing Strategy Team.	2014
Establish a new Affordable Housing Delivery Group.	To increase the number and quality of affordable housing.	Housing Strategy Team	RPs, developers, Planning, Property Assets, HCA.	2013
Increase the number of affordable homes	Additional affordable housing to be	Housing	RPs, Planning,	2013 – 2018

in the City by 649 per year over the lifetime of the Housing Strategy.	delivered to meet housing need through new-build and the private rented sector.	Strategy Team & Housing Options Team	developers, HCA, Property Assets, private landlords.	(monitor annually)
Aim for at least 55% of new affordable homes in each scheme to be suitable for larger families by having three or more bedrooms.*	An increase in the supply of larger family housing to assist households in housing need.	Housing Strategy Team	RPs, HCA, developers, Planning.	2013 – 2018 (monitor annually)
Remodel the Siskin Drive Gypsy and Traveller site.	Provision of the number of pitches required in the City on a site that is designed to a high standard.	Housing Strategy Team	HCA, Warwickshire CC, Whitefriars Housing.	2014
Promote the development of aspirational housing in the City.	<ul style="list-style-type: none"> ▪ Up-to-date contextual information on the current housing stock and population. ▪ Identify the market for aspirational housing & develop a local definition. ▪ Identify and promote future housing sites where aspirational housing could be suitable. 	Planning Policy Team	Housing Strategy team, developers, RPs.	2014

*Unless the scheme is for supported housing or is unsuitable for family housing.

Theme 2: Prevent & tackle homelessness.

How this theme contributes to the Sustainable Community Strategy:

- Theme 6: Housing. 'A good choice of housing to meet the needs and aspirations of the people of Coventry'.
 - Priority to increase the supply and choice of housing across all tenures.
 - Priority to ensure that housing services contribute towards meeting the needs of local people.

Priorities:

- To deliver upon the challenges set out in the Government report 'Making Every Contact Count: A Joint Approach to Preventing Homelessness' (2012).
- Establish a revised process for the assessment, allocation and procurement of temporary accommodation.
- Re-commission external homelessness services which better align with homelessness priorities.
- Review the local social housing allocation system – Coventry Homefinder.

Action	Key Outcomes	Lead Officer(s)	Partners	Timescale
Re-commission external homelessness services.	<ul style="list-style-type: none"> ▪ A service better aligned to local priorities. ▪ To remove duplication of processes, administration and assessments between contracts. 	Head of Housing	Homeless providers, Adult Commissioning, Procurement, Legal Services.	2013/14
Carry out a review on the use of temporary accommodation.	<ul style="list-style-type: none"> ▪ Reduce the number of households in temporary accommodation at any one time. ▪ Ensure no families are placed in B&B for more than 6 weeks. ▪ Reduce the cost of temporary accommodation. 	Head of Housing	CLYP, Adult Social Care.	Sept 2013

	<ul style="list-style-type: none"> Eliminate duplication in procurement processes and client assessments across the Council. 			
Carry out a review of Coventry Homefinder.	A Homefinder policy that meets local needs, operational requirements and aligns with the recent Government guidance on allocations.	Head of Housing	RPs	2013
Develop an implementation plan for 'Making Every Contact Count'.	<ul style="list-style-type: none"> Deliver on the challenges set out in the Government Report, 'Making every Contact Count'. Deliver on the local priorities identified. 	Housing Options Team Manager	Homelessness Strategy Implementation Group	2013
Develop a Homeless Prevention Plan that sets out a robust baseline position.	<ul style="list-style-type: none"> Fewer homeless presentations & assessments. Reduced cost of temporary accommodation. To better understand & extend the homeless prevention measures used. 	Housing Options Team Manager	CAB, advice agencies, private landlords.	2013 (review thereafter)
Achieve year on year increases on the number of homeless households housed through the APRP scheme.	<ul style="list-style-type: none"> An additional resource for maximising the use of existing housing stock. An improved service to homeless people. 	Housing Options Team Manager	Private landlords	2013 – 2018 (monitor annually)

Theme 3: Strive for a healthier and more sustainable City by improving the quality and use of existing housing.

How this theme contributes to the Sustainable Community Strategy:

- Theme 6: Housing. 'A good choice of housing to meet the needs and aspirations of the people of Coventry'.
 - Priority to improve the quality and use of existing housing.
- Theme 2: Health and well-being. 'People in Coventry living longer, healthier and independent lives'.
- Theme 4: Climate Change and environment. 'Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be and tackling climate change'.

Priorities:

- Improve energy efficiency and affordable warmth across all tenures.
- Improve property condition and management standards in the private rented sector.
- Make best use of existing housing by reducing the number of empty properties and addressing issues such as under-occupation.

Action	Key Outcomes	Lead Officer(s)	Partners	Timescale
Prepare an Affordable Warmth Action Plan & review the action plan annually.	Responds to the relevant aims and priorities of the Housing & Homelessness Strategy, the Climate Change Strategy and the Home Energy Conservation Act Report submitted to DECC.	Sustainability & Low Carbon Team.	Third sector organisations, private and social rented landlords, energy companies, installers.	Dec 2013
Evaluate options for Green Deal delivery and implement the selected option.	Option to be implemented in 2013, once Green Deal has been fully implemented by the Department of Energy & Climate Change.	Sustainability & Low Carbon Team.	Third sector organisations, private and social rented landlords, energy companies, installers.	2013

Work in partnership to maximise ECO investment in the City.	ECO funded schemes, including area-based schemes focusing on priority neighbourhoods, to commence in 2013.	Sustainability & Low Carbon Team.	Energy companies, private & social rented landlords, managing agents and installers.	Ongoing
Work with partner organisations to raise awareness of potential domestic energy efficiency savings and the assistance available for home owners and tenants.	<ul style="list-style-type: none"> ▪ Provide information to owners and tenants through a variety of channels including events, publicity and digitally. ▪ Influence behavioural change. 	Sustainability & Low Carbon Team.	Third sector organisations, private and social landlords, energy companies, installers.	Ongoing
Increase awareness amongst private rented sector landlords of their legal obligations under the Energy Act 2011 regarding energy efficiency standards.	Information and advice provided through a variety of channels including events, publicity and digitally.	Sustainability & Low Carbon Team.	Private landlords, letting agents, landlord associations, Environmental Services.	Ongoing
Prepare a report to DECC setting out the significant domestic energy efficiency improvements that the Council aims to achieve.	<ul style="list-style-type: none"> ▪ To comply with the Council's Home Energy Conservation Act responsibilities. ▪ To produce subsequent 2-yearly progress reports if required. 	Sustainability and Low Carbon Team.	Third sector organisations, private and social landlords, energy companies, installers.	March 2013

Bring a minimum of 211 empty properties back into use in Apr 2012-13 (of which 53 should be long term empty properties), with the aim of increasing this by 5% year on year.	<ul style="list-style-type: none"> ▪ A reduction in the number of empty homes in the City. ▪ All owners of homes which have been empty for more than 6 months will have been contacted. 	Environmental Services Team	Home owners, Housing Strategy Team, HCA, WM Housing, Moathouse Community Trust, Emmaus.	Apr 2013 & ongoing
Host a minimum of three landlord forums per year.	Provide information, advice and support to private landlords.	Head of Housing	Private landlords, Environmental Services, Sustainability & Climate Change Team, Housing Benefits Team.	Annually
Work with Registered Providers on measures to reduce overcrowding and under-occupation.	Making best use of the existing social housing stock to accommodate households in housing need.	RPs	Housing Strategy Team, Housing Options Team	Ongoing
Create information and advice web pages for private landlords and tenants, which cover their legal responsibilities and obligations.	<ul style="list-style-type: none"> ▪ Comprehensive information, advice and assistance is provided to private landlords and tenants. ▪ Relevant links to other sources of information. 	Environmental Services Team	CAB, Homestamp	Dec 2013
Use appropriate action to address poor housing conditions in the private rented sector.	The number of poor quality private rented homes in the City is reduced.	Environmental Services Team	CAB	Dec 2013

Design and implement a programme to systematically identify all HMOs within the City.	More information on the number and location of HMOs in the City.	Environmental Services Team	Fire Service, Planning	Dec 2013
Deliver a planned programme for the regulation of HMOs to ensure that identified licensable HMOs are licensed and then inspected within 6 months.	<ul style="list-style-type: none"> ▪ Relevant HMOs that are identified are licensed within 6 months. ▪ Improved HMO property conditions in the City. 	Environmental Services Team	Fire Service, Planning	Dec 2013

Theme 4: support balanced, stable and sustainable communities

How this theme contributes to the Sustainable Community Strategy:

- Theme 6: Housing. 'A good choice of housing to meet the needs and aspirations of the people of Coventry'.
 - Priority to increase the supply and choice of housing across all tenures.
 - Priority to ensure that housing services contribute towards meeting the needs of local people.
- Theme 2: Health and well-being. 'People in Coventry living longer, healthier and independent lives'.
- Theme 3: Community Safety. 'A safer more confident Coventry'.
- Theme 9: Equality and Community Cohesion. 'A more equal Coventry with cohesive communities and neighbourhoods'.

Priorities

- Support independent living for vulnerable and marginalised groups.
- Improve housing choice for an ageing population.
- Improve the quality of our neighbourhoods to support safe, inclusive and cohesive communities.

Action	Key Outcomes	Lead Officer(s)	Partners	Timescale
Review the allocation of adapted properties through Coventry Homefinder and the interface between Housing and the Adult Social Care teams.	<ul style="list-style-type: none"> ▪ A more efficient way of allocating adapted properties through Coventry Homefinder. ▪ A more efficient DFG process. 	Head of Enablement and Therapy Services & Housing Options Team Manager		July 2013
Ensure that the allocated resources available for adapting properties is maximised to meet the needs of those requiring assistance and it is cost effective.	<ul style="list-style-type: none"> ▪ A review of specifications for adaptations and options of funding for administering the scheme. ▪ Grant provision that adheres to policy (mandatory provision). 	Head of Enablement and Therapy Services		April 2013 (monitor annually)

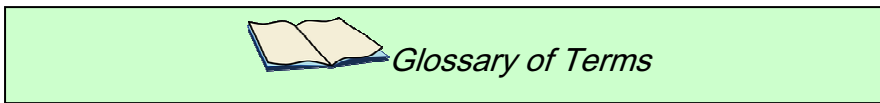
<p>Assess ways of increasing resources for future DFGs</p>	<ul style="list-style-type: none"> ▪ Consideration of shared services with other authorities where feasible and appropriate. ▪ Consideration of the Adaptations Team operating as an agency. ▪ Consideration of RPs meeting the cost of adaptations to their own properties. 	<p>Head of Enablement and Therapy Services</p>	<p>RPs, sub-regional LAs.</p>	<p>Sept 2013</p>
<p>Work with partners to increase the provision of specialised housing including:</p> <ul style="list-style-type: none"> ▪ A replacement for the Chace hostel. ▪ A specialist scheme for adults with autism. ▪ Flats for people with Learning Disabilities. 	<ul style="list-style-type: none"> ▪ The schemes described are delivered. ▪ Increased choice of specialised housing for vulnerable people to promote independent living. ▪ Identification of future needs. Identification of funding to support future delivery. 	<p>Housing Strategy Team</p>	<p>RPs, Adult Social Care, specialist housing providers & agencies.</p>	<p>Chace hostel replacement March 2015.</p> <p>Learning Disabilities scheme 2013</p> <p>Autism Scheme 2014</p>
<p>Increase the range of housing suitable for older people.</p>	<ul style="list-style-type: none"> ▪ Older people's housing provision that is more suited to modern aspirations and needs. ▪ More choice for older people wishing to down-size. 	<p>Housing Strategy Team</p>	<p>RPs, Adult Social Care, specialist housing providers & agencies.</p>	<p>2013 – 2018 (monitor annually)</p>

Complete the appraisal of existing sheltered housing and Housing with Care to assess if they can be remodelled.	<ul style="list-style-type: none"> ▪ Make better use of low demand housing stock. ▪ Outcomes developed for each scheme. 	Whitefriars Housing	Housing Strategy Team, Adult Social Care.	April 2018
Through partnership working implement the 'Sorted' scheme.	<ul style="list-style-type: none"> ▪ Increased financial security for customers. ▪ Increased likelihood of tenancies being sustained. 	CAB	Groundwork, Whitefriars Housing, Midland Heart.	March 2013
Support RPs to maximise opportunities to create employment, education and financial inclusion schemes.	<ul style="list-style-type: none"> ▪ Increased confidence for customers to help secure employment. ▪ Increased likelihood of tenancies being sustained. 	RPs	Employment, education, advice agencies.	Ongoing
Work with partners to ensure the Crisis Skylight scheme becomes operational.	Homeless people are given the skills and training to help meet their personal development needs and secure employment.	Head of Housing	Homeless service providers, RPs, further colleges.	April 2013
Review & re-commission all housing related support services	<ul style="list-style-type: none"> ▪ Commissioning of housing related support services for vulnerable people is co-ordinated across directorates, authorities and other agencies, to ensure the most effective use of resources. ▪ Commissioning of housing related support meets the needs of the most vulnerable. 	Adult Commissioning Team	Housing Strategy Team, Procurement, Legal, Finance, People Panel.	2014

Cross Cutting Actions

Action	Outcome	Lead Officer(s)	Partners	Timescale
Monitor the impact of welfare reform measures on housing and homelessness.	Gain a better understanding of the impact of Welfare Reform on low-income households' ability to access affordable housing solutions.	Head of Housing	Housing Benefits Team, Whitefriars Housing, CAB.	Ongoing
Continue to ensure there is a robust process for customer involvement.	<ul style="list-style-type: none"> • Continuous improvement of services. • Customers are involved in local decisions and shaping services. 	Relevant service manager	Identified customers, potential customers, Corporate Research.	Ongoing
Continue to review and maintain a robust evidence and research base.	<ul style="list-style-type: none"> ▪ To inform policy and decisions. ▪ To support operational changes. ▪ To support bids for funding where appropriate. 	Housing Strategy Team	Corporate Research Team	Annually
Ensure that any changes to housing services or policies are assessed for equality impacts.	To eliminate discrimination and where possible promote equality.	Head of Housing	Corporate Research & Corporate Equalities	Ongoing

Glossary



Affordable Housing Supplementary Planning Document	Part of the Coventry Local Plan. Its objectives are to facilitate the delivery of Affordable Housing to meet housing needs, and to assist the creation of sustainable, inclusive and mixed communities.
Affordable Housing	Affordable housing includes Social Rent, Affordable Rent and Intermediate housing (including Low Cost Home Ownership options), provided to eligible households whose needs are not met by the market.
Affordable Rent	Rented housing let by Registered Providers to eligible households at a rent of no more than 80% of the local market rent.
Brownfield land	Development sites where there has previously been some development (also known as previously developed land).
Category 1 Hazards	Through the Housing Health and Safety Rating System (system for assessing housing conditions and enforcing housing standards), hazards are rated according to how serious they are. Category 1 Hazards are deemed to be the most serious hazards.
Community Infrastructure Levy (CIL)	CIL allows local authorities to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed as a result of development.
Decent Homes Standard	<p>A 'decent home' is a property that meets a minimum standard set by the DCLG (formerly ODPM) by 31st December 2010 and is maintained to that standard thereafter. A decent home should be meet the following four criteria:</p> <ul style="list-style-type: none"> • Is free from Category 1 Housing Health & Safety Rating hazards; • Be in a reasonable state of repair; • Have acceptable and modern facilities and services; • Provide an acceptable level of thermal comfort.
Disabled Facilities Grant (DFG)	A grant to enable disabled people to have adaptations carried out to their homes.

Equality Impact Assessment	A tool to assess the consequence of a service, strategy or policy on certain protected groups to ensure that, as far as possible, negative consequences are eliminated, no individual or group is discriminated against and opportunities for promoting equality are maximised.
Extra Care Housing	Housing set up to provide care and housing support to elderly people who are finding it increasingly difficult to cope due to physical frailty.
Fixed Term Tenancies (FTT)	A tenancy which runs for a fixed period of time and is reviewed, and either renewed or terminated, at the end of the fixed term. From April 2012, councils and Registered Providers are able to offer FTTs instead of having to offer long-term security of tenure as previously required.
Floating Support	A service that provides housing related support to vulnerable adults (over 16) in the short term to enable them to maintain their independence in their own home.
Homefinder	The name of the Housing Register for the allocation of affordable housing to rent in Coventry.
Home Improvement Agency (HIA)	An organisation that provides advice services to vulnerable people who are private homeowners or tenants of private landlords in order to help them stay in their own homes.
Homes and Communities Agency (HCA)	The national housing and regeneration delivery agency for England, with the role to contribute to economic growth by enabling and helping communities to deliver high-quality housing that people can afford.
House in Multiple Occupation (HMO)	A House of Multiple Occupation (HMO) is a dwelling that is occupied by more than one household who share basic amenities such as WC, washing, cooking and food preparation facilities.
Housing Benefit & Local Housing Allowance (LHA)	Financial assistance offered by the Government to eligible people on low incomes, whether they are working or not, to help to pay all or part of their rent.
Housing Need	Defined as the number of households who lack their own housing or live in unsuitable housing and who cannot afford to meet their needs in the market.

Intermediate Housing	Housing at prices and rents above those of social rent but below market price or rents.
Local Investment Plan (LIP)	Part of a process introduced by the Homes and Communities Agency aimed at better aligning their policies and resources with the aims and objectives of growth areas and local authorities.
Long term empty properties	Residential properties that have remained unoccupied for at least six months (and are not categorised as exempt).
Low Cost Home Ownership	Housing schemes that allow households with modest incomes to purchase a share of a home, e.g. through Shared Ownership (part-rent, part-buy).
Market housing	Housing available for purchase on the open market and at full price.
National Planning Policy Framework (NPPF)	The national framework introduced from March 2012 to replace all previous Planning Policy Statements and guidance. It sets out the Government's policies around new developments, including the development of Affordable Housing.
Registered Provider (RP)	All providers of social housing who are registered with the HCA. A Registered Provider can be either a non profit organisation or a profit-making organisation.
Right to Buy	Scheme introduced by the Housing Act 1980 which enables secure Local Authority tenants (and some assured Housing Association tenants) to buy their rented home at a discount. The Right to Buy now extends to tenants with Fixed Term Tenancies.
Section 106 agreements	Through negotiation, a planning condition can be imposed whereby a proportion of new homes must be made available for affordable housing (e.g. for rent or low cost home ownership).
Sheltered Housing	Sheltered housing is age restricted accommodation designed for people who wish to maintain and improve their independent lifestyle.
Social rented housing	Rented housing owned and managed by Registered Providers for which guideline target rents are determined through the national rent regime.
Strategic Housing Land Availability Assessment (SHLAA)	An assessment of land in an area to identify sites available for housing development.

Strategic Housing Market Assessment (SHMA)	An assessment of housing need and demand within a defined housing market area. This provides a good understanding of how housing markets operate.
Supported or Specialist Housing	The term describing housing for a particular client group e.g. elderly, people with a disability or suffering from mental illness.
Supporting People (SP)	A Government funded programme that aims to make sure vulnerable people get the housing related support they need to live more independently.
Sustainable Communities/development	Based on the idea that the quality of people's lives, and our communities, are affected by a combination of economic, social and environmental factors. Sustainability is achieved by understanding the links between these factors.
Sustainable Community Strategy	Sets out the targets to be achieved for the City through effective partnership working between public and private sector organisations, voluntary and community sector groups, local businesses and residents.
Unsuitable housing	All circumstances where households are living in housing which is in some way unsuitable, for reasons such as its size, type, design, location, condition or cost.
Vulnerable person/group	A vulnerable person can be someone who is in receipt of care or support services and who is less able to take care of or protect themselves.
Worklessness	A broader concept than traditional 'unemployment' (which is usually based on claimant counts). Worklessness describes all those who are out of work but would like a job.

This page is intentionally left blank

Equality and Consultation Analysis

Context

Name of analysis	Coventry Housing & Homelessness Strategy 2013-18
Officer completing analysis	Kimberley Fawcett
Date	January 2013

1. Briefly describe the area of work this analysis relates to:

The Coventry City Council no longer owns any council housing after the stock was transferred to Whitefriars Housing Group in 2000. However, the Council still has strategic housing responsibilities which include: assessing and planning for current and future housing need; making the best use of existing stock; planning and facilitating new supply; and planning and commissioning housing support services. The Council also has a duty to carry out a periodic review of homelessness in the area and publish a homelessness strategy.

The Coventry Housing & Homelessness Strategy 2013-18 sets out how these responsibilities will be delivered.

Our ambition for Coventry is:

To ensure decent homes, housing choice, and support for Coventry citizens.

Scoping the analysis

2. Who are the key stakeholders, both existing and potential, that could be impacted by this work?

- Members of the public and their families including residents of the city in general, but particularly those with a level of housing need.
- Applicants who have registered with Coventry Homefinder (wishing to access social housing).
- Homeless households.
- Registered Providers operating in Coventry.
- Private Landlords.
- Advice agencies such as the Citizens' Advice Bureau.
- Providers of accommodation and/or services for homeless people operating in Coventry.
- Sub-regional Local Authorities
-

3. From the list above, which of these constitute protected groups?

None of the key stakeholder groups constitute a protected group in their entirety. Applicants on the Coventry Homefinder Register, residents who require affordable housing in the future and homeless households will contain households or individuals that have protected characteristics.

4. Which of the key stakeholders (including representatives of protected groups) will need to be kept informed, consulted or actively involved in this area of work?

Key Stakeholder	Type of Involvement*	Method(s) used
Residents	Consultation	Public events - Coventry Housing Fairs. Public online consultation
Applicants registered with Coventry Homefinder	Consultation	Public online consultation including an explanation and link on the Coventry Homefinder website
Registered Providers	Consultation	Conference event. Public online consultation with an email invitation to participate.
Private Landlords	Consultation	Landlord Forums. Public online consultation with an email invitation to participate.
Representatives of protected groups	Consultation	Conference event. Focus groups. Public online consultation with an email invitation to participate.
Advice Agencies	Consultation	Conference event. Public online consultation with an email invitation to participate.
Sub-regional Local Authorities	Consultation	Public online consultation with an email invitation to participate.
Coventry Partnership Housing Theme Group	Consultation	Theme Group meetings. Conference event. Public online consultation with an email invitation to participate.

** Information, Consultation or Involvement*

**5. Which, if any, parts of the general equality duty is the service relevant to?
Please mark with an 'X'.**

- Eliminate discrimination, harassment and victimisation.**
- Advance equality of opportunity between people who share relevant protected characteristics and those who do not.
- Foster good relations between people who share relevant protected characteristics and those who do not.

6. What information is available to be used as part of this analysis?

- Analysis of the Coventry Homefinder register, including equalities monitoring data.
- Analysis of homelessness applications made to the Council, including those households accepted as Statutorily Homeless and owed the main homelessness duty.
- Analysis of the commissioned Homelessness Services (formerly Supporting People homelessness services)
- Strategic Housing Market Assessment (2012)
- Private Sector Stock Condition Survey (2012 – currently in Draft form)
- Gypsy & Traveller Accommodation Assessment (2008)
- National data sets including 2011 Census data.
- Outcomes of the consultation exercises undertaken.

7. What are the information gaps?

Equalities monitoring data is collected as part of the application process for Coventry Homefinder via a self-completed application form. Some of the equalities data fields are mandatory (date of birth, ethnicity) and information is comprehensive. However, some fields are not mandatory (religion, sexual orientation, etc) and therefore there are gaps where a significant proportion of applicants have opted not to provide the information. Information on disability is recorded when an applicant's housing situation has an impact on their disability and they require a property with specialist adaptations.

Data analysis

8. Please summarise below the key issues that your data is telling you.

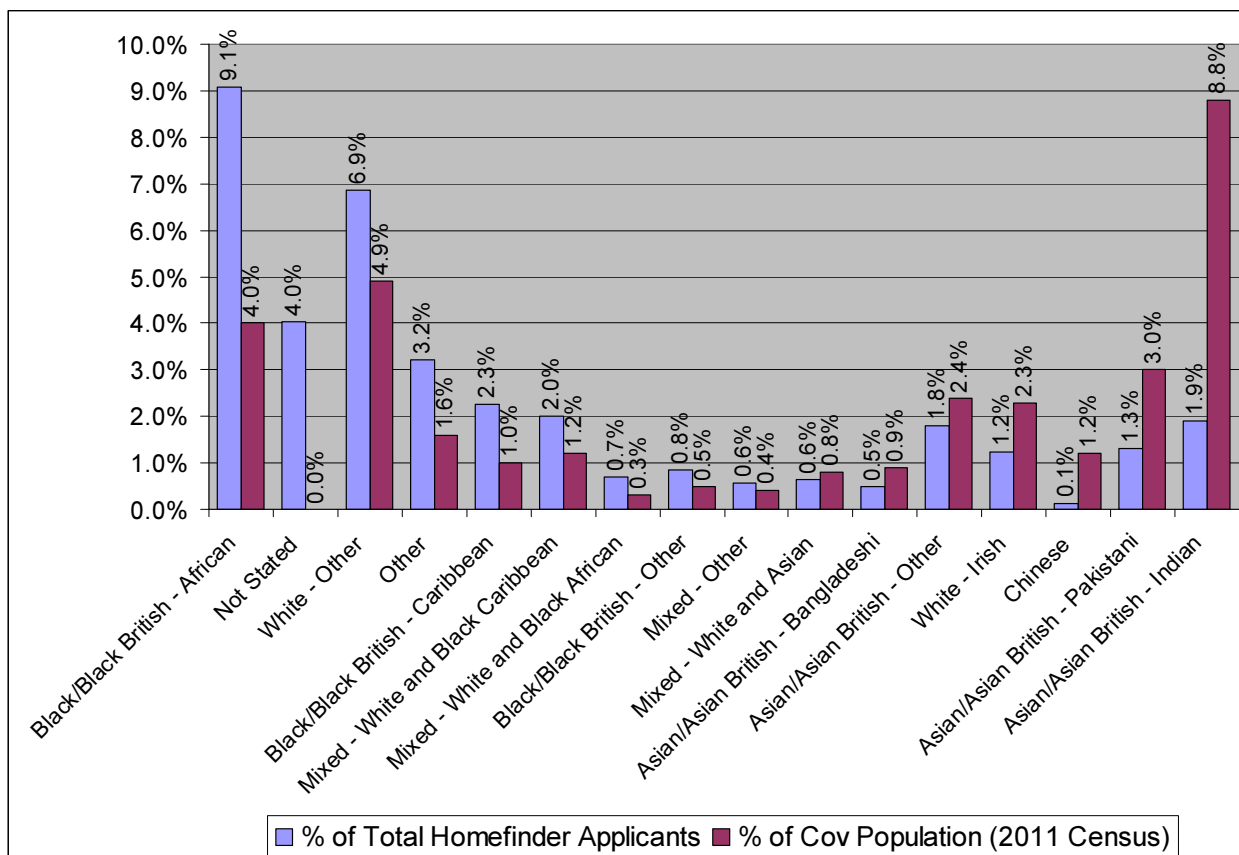
Data from the Homefinder Register as at 1st April 2012 shows:

Ethnic Origin - Most of the applicants on the Homefinder register (63%) identify themselves as White-British broadly similar to the percentage of the population measured in the 2011 Census (66.6%). A third of applicants on the Homefinder register (33%) identify their ethnic origin as a group other than White-British – the same as the proportion of the city's population – 33.4% in the 2011 Census. NB a small proportion of applicants on the Homefinder register (4%) choose not to state their ethnic origin.

11.4% of the households in the priority bands (and 9.1% of the total register) identify themselves as Black-African, whilst 2011 Census data shows that Black-African people make up 4.0% of the Coventry population. Other groups that have a higher representation on the register compared to the population of Coventry (although to a lesser extent) include: Black-Caribbean and Black-Other, Mixed White & Black groups, and White-Other.

Fewer people on the Homefinder register have an Asian-Indian background, compared to the total population of the city (1.9% on the register but 8.8% of the population of the city). This is a continuous trend identified in previous analysis.

There is a smaller percentage of applicants to the Homefinder Register from people with Other Asian and White Irish backgrounds compared with the proportion of the population of Coventry from these groups.



Age - The majority of Homefinder applicants are aged between 18 and 45 years (79% of the total register). Those aged over 65 make up a small proportion of the overall register (3.9% of the total) but a larger proportion of those over 65 have a housing need which has resulted in them being placed in a priority band. 21% of those registered who are over 65 are in a priority need band, compared to 10.4% of the overall register in a priority need band.

Disability - Disability is recorded on the Homefinder register when an applicant's requires a property with specialist adaptations. The number of applicants with a disability that requires specially adapted housing is low (less than 1% of the register). However, of those that are registered that require adapted housing, 60% are in a priority band due to their housing need.

Gender - A higher proportion of main applicants on the register are female (56%) than male (44%).

Data regarding applicants who have made a homelessness application to the Council in 2011/12 shows:

In 2011/12, there were 1146 homelessness applications. Of these 576 were accepted as meeting the statutory criteria of homelessness - homeless, eligible, unintentionally homeless, and in priority need. (P1E data).

Race - Majority of the statutorily homeless people were White - 62%, with 13% Black, 6% Asian and 5% mixed race .The 2011 Census data shows that for the Coventry population as a whole, 5.5% of the population are Black/Black British – this group is significantly over represented in the homelessness statistics.

A small proportion (0.5%) of statutory homelessness was due to racially motivated violence or racially motivated harassment.

Age – 35% of statutorily homeless people were aged between 16 and 24. The highest age group affected are people aged between 25 and 44, these account for 54%.

Gender - Many of the statutorily homeless households were family units, gender is only recorded for single applicants and lone parents. There were 315 single homeless people with dependent children. Nearly all single homelessness families were female (301). There were 122 single homeless people with no dependents. These were split more evenly – 60 were female and 62 male. 122 Households were couples with dependent children.

Disability – 55 statutorily homeless people stated they had a disability, of these 30 were people with physical disabilities and 25 people with a mental illness.

Pregnancy –60 statutorily homeless women stated they were pregnant with no other dependent children.

Data regarding people who have accessed the commissioned Homelessness Services (formerly Supporting People) shows:

Age - For 2011/12, the age profile of the people using the commissioned homelessness services is dominated by the 18-44 age group – over three quarters (76%) were between the ages of 18 to 44.

Ethnicity - the 2011/12 records show that the majority of users were from a White background (74.2%), whilst the second highest ethnic group to feature in this cohort is Black (13.8%).

Disability - 321 people (17.9%) using the services during the 2011/12 financial year indicated that they had a disability. This compares to 18.6% of people in Coventry who declared that they had a limiting long term illness. Of those who declared they had a disability, 154 (48%) stated that their disability was a mental health issue.

Data regarding the condition and energy efficiency of private sector housing (DRAFT Private Sector Stock Condition Survey 2012) shows:

Stock condition (meeting the Decent Home standard):

Age - For private rented dwellings, non-decent housing is very strongly associated with properties rented by the youngest heads of household (under 25) and those between 65 to 74 (41% and 42% non-decent respectively). For owner occupied dwellings it is the over 75s who are most associated with non-decent homes (42% non-decent).

Ethnicity - The highest rate of non-decent housing is found in households of 'other' ethnic origin, with around 37.6% of these households are living in properties that do not meet the decent housing standards. White British households also have a similar proportion of non-decent properties (37.2%), while the lowest rates are found in Asian and Asian British households (21.8%).

Fuel poverty:

Age and disability - Overall, the draft survey found that 20.7% of households in the private sector are in fuel poverty (more than 10% of income spent to achieve an adequate level of warmth in the home). However, this rises to 39.7% for households under 25 and 47.8% for households aged 75 and over. For households where a resident has a disability, 35.5% are in fuel poverty.

Analysis from the Gypsy & Traveller Accommodation Assessment (2008) shows that:

The existing Council-owned Gypsy & Traveller site provides a sufficient number of pitches to meet need, however it is in a poor state of repair. There is no additional requirement for pitches as long as the improvements are undertaken on the existing site.

Analysis from the Strategic Housing Market Assessment (SHMA) 2012:

The SHMA examined overall housing need and demand in Coventry, and as part of this considered the needs of specific groups including (people's ethnicity, Age and Disabled People). It found:

Ethnicity – there were indications of varying phases of migration of different communities to Coventry over many decades. The housing needs of these different communities can vary depending on the stage of settlement or maturity and their economic characteristics. Hillfields contains a higher representation of new migrant communities.

The dynamics of different ethnicity of households vary, but generally Asian households are notable for the large proportion with dependent children (families) and also the highest proportions of 'other' households (which are often larger multi-adult households). Black and Mixed households show high proportions of lone parents. Asian households are the most likely to be owner-occupiers with 78% being in this tenure group. Black and Mixed households show high proportions living in social rented housing whilst Other ethnic households are particularly likely to live in the private rented sector. There is a strong representation of black and minority ethnic households in the Private Rented Sector and black and minority ethnic households are more likely to be overcrowded than White (British) households. Improving standards in the City, and increasing tenants' understanding of their rights, will assist in ensuring that households of all ethnicity are able to access good quality homes.

Older People - An analysis of older person's households suggest that older people are more likely to live in social rented housing (especially single pensioner households). With the projected increase in the number of older persons there may, an increase in the need for more affordable housing stock for such households. Many older households will continue to live in general needs / mainstream housing, often in the homes they have lived in for many years. A growing level of support needs for alterations for properties

could be expected. There is also likely to be a requirement for specialist housing solutions, including catering for growing numbers of people with dementia and mobility problems.

Disabled People - Data analysis suggests that the proportion of people in Coventry with a limiting long-term illness (LLTI) is about average when compared with other areas (regionally and nationally) and that health issues are very substantially concentrated amongst older people. There is, however, a concentration of people with LLTIs in the social rented sector. In the future the adult population in Coventry with a range of disabilities is expected to increase and this may generate additional demand for specialist accommodation.

Generating and evaluating options

9. What are the different options being proposed to stakeholders?

Following extensive and ongoing consultation with the public and key stakeholders, including three Housing Fairs in the City centre, focus groups, meetings and a conference event, a Draft Housing & Homelessness Strategy was produced with the following key Themes and Priorities, along with plans for what we will do to address the priorities:

Theme 1: Increase the supply, choice and quality of new housing.

Priorities:

- Optimise opportunities for increasing new affordable housing supply to ensure that the delivery of new affordable housing is at a level that supports the economic growth ambitions of the city.
- Promote balanced and sustainable communities by diversifying the size, type and tenure of new housing, particularly family sized housing.
- Develop new affordable housing to a high quality without compromising the deliverability and viability of new housing schemes.
- Regenerate neighbourhoods where poor quality, low demand housing exists.
- Improve existing site provision to meet the needs of Gypsies and Travellers.

What we will do:

- To support economic growth we will aim to meet our affordable housing target and keep the target under review.
- Explore alternative funding sources and methods to enable affordable housing developments.
- Contribute to diversify the housing stock and meet housing needs by achieving the right tenure, size and proportion of affordable housing on new developments.
- Negotiate to improve the percentage of larger family homes delivered as part of the Affordable Housing Requirement.
- Explore a new partnership model for investment in housing development.
- Continue to support regeneration programmes in the City.
- Take a balanced approach to improving the design of new housing.
- Identify opportunities to assist First Time Buyers.
- Refurbish or remodel the Siskin Drive Gypsy & Traveller site.

- Work with Planning to develop a new Supplementary Planning Document setting out guidance on affordable housing in the City.

Theme 2: Prevent and Tackle Homelessness (Our Homelessness Strategy)

Priorities:

- To deliver upon the challenges set out in the Government report 'Making Every Contact Count: A Joint Approach to Preventing Homelessness' (2012).
- Establish a revised process for the assessment, allocation and procurement of temporary accommodation.
- Re-commission external homelessness services which better align with homelessness priorities.
- Review the local social housing allocation system – Coventry Homefinder.

What we will do:

- We will lead on developing a new Coventry Homelessness Action Plan to respond to the ten preventing homelessness challenges set out by Government in 'Making Every Contact Count: A joint approach to preventing homelessness' (2012).
- We will work with partners and other Council Directorates to establish a revised process for the assessment, allocation and procurement of temporary accommodation.
- We will re-commission external homelessness services in 2013.
- We will work with current social housing providers and wider stakeholders to carry out a comprehensive review of Coventry Homefinder and the supporting Nominations and Lettings Policy.

Theme 3: Strive for a healthier and more sustainable City by improving the quality and use of existing housing.

Priorities:

- Improve energy efficiency and affordable warmth in the private sector.
- Improve property condition and management standards in the private rented sector.
- Make best use of existing housing by reducing the number of empty properties and addressing issues such as under-occupation.

What we will do:

- Bring long-term empty private properties back into use and increase our target year on year.
- Work with the Council's Benefits Service and Registered Providers to increase the supply of larger family homes by addressing the issue of under occupation.
- Improve the condition of the existing stock by prioritising properties in the worst condition and assisting the most vulnerable people.
- Work with landlords and tenants to support the increasing role of the private rented sector to provide high quality professionally managed accommodation.
- Aim to reduce energy bills and make homes warmer by identifying opportunities for installing energy efficiency and renewable energy measures and maximising funding from external sources.

Theme 4: Encourage balanced, stable and sustainable communities

Priorities:

- Support independent living for vulnerable and marginalised groups.
- Improve housing choice for an ageing population.
- Improve the quality of our neighbourhoods to support safe, inclusive and cohesive communities.

What we will do:

- Explore ways of increasing funding for DFGs and managing aids and adaptations to ensure resources are used effectively and maximised.
- Develop specialist accommodation and commission housing related support services to meet the needs of the City's most vulnerable and at risk client groups.
- Work with our partners to improve access to and take-up of money and debt advice and ensure customers receive their full entitlement to benefits.
- Empower residents to take more control in shaping our housing services.
- Promote and deliver activities to address worklessness, improve the skills base and maximise employment opportunities.
- Consider ways in which housing solutions can contribute to the priorities identified in the Coventry Community Safety Strategic Assessment.

The consultation on the Draft Housing & Homelessness Strategy therefore asked for people's views on whether the themes and priorities that were identified were correct and whether the measures to tackle the issues were correct and effective. The specific questions asked were:

- 1. To what extent do you agree that the strategy is clear in identifying the main issues and challenges for Coventry?*
- 2. Are there any other issues/challenges that should be included? Please give details.*
- 3. To what extent do you agree that the 'what we will do' sections of the strategy have identified appropriate ways to tackle these issues?*
- 4. Are there any other ways to tackle the issues/challenges that should be included? Please give details.*
- 5. Are there any comments you would like to make regarding the impact that the Housing and Homelessness Strategy might have for different groups of people who have characteristics that are protected by the Equalities Act? (this includes age, disability, gender reassignment, pregnancy and maternity, race/ethnicity, religion and belief, sex/gender and sexual orientation).*
- 6. Did you find the Draft Housing and Homelessness Strategy easy to read?*
- 7. Finally, do you have any further comments or suggestions for improvement to make on the strategy?*

10. How will the options impact on protected groups or those experiencing deprivation?

Some of the priority points and the actions associated with them will have an impact on protected groups and those experiencing deprivation. In particular:

Age:

- The majority of homelessness applications are made by younger people. This may be as a result of no longer being able to stay in the family home, a higher number of younger people in private rented accommodation, or changes to circumstances. Improvements to homelessness services, including homelessness prevention services, will be made through Theme 2 priorities and will benefit this younger age group.
- For private rented dwellings, non-decent housing is strongly associated with properties rented by the youngest heads of household (under 25) and those between 65 to 74 (41% and 42% non-decent respectively). Theme 3 of the strategy includes priorities to improve the condition and management standards of the private rented sector.
- For owner occupied dwellings it is the over 75s who are most associated with non-decent homes (42% non-decent). Whilst there are very limited resources available to the Council to address non-decency in owner-occupied homes, the Strategy (through Theme 3 and Theme 4) does prioritise providing information and advice to homeowners; and improving energy efficiency across all tenures.
- 47.9% of older people over 75 in the private sector experience fuel poverty, a higher percentage than any other age group. Theme 3 of the Strategy includes a priority to improve energy efficiency and tackle fuel poverty in all tenures.
- An increasing elderly population will also have specific housing needs and the Strategy addresses the need for the provision of suitable housing in new developments, as well as a commitment to review existing housing schemes (such as sheltered bedsits) which are no longer popular or meet the needs of older people.

Race:

- Many black and minority ethnic households live in Private Rented Accommodation, although the number of households in private rented accommodation is increasing across all ethnicities (up to 20% of the city's households – 2011 Census).
- The highest prevalence of non-decent homes is for households in the 'Other' ethnic group and the "White British" ethnic group. This may be linked to a higher proportion of "Other" ethnic households, particularly newly established migrants, living in private sector housing in more deprived neighbourhood. People living in "non-decent" owner-occupied households are more likely to be aged over 75 and White British.
- It is therefore important that the City Council continues to work to ensure that all households are aware of their rights and are provided with information and advice; and to ensure that enforcement action continues to be taken against negligent landlords in the private rented sector. Themes 3 & 4 of the strategy includes priorities to improve the condition and management standards of the private rented sector; the provision of information and advice to home owners; and the tackling of fuel poverty across all tenures
- There is evidence of higher overcrowding within some communities. While there are a range of reasons for this (including economic), this seems to be partly linked to the

lack of available larger housing within certain parts of the City where the need is great including areas such as Foleshill and Hillfields.

- 17% of households on the Homefinder register who are in priority need (Bands 1 and 2) and require 4 or more bedrooms are Black African. However, it is important to note that the need for large family housing is also an issue for White British households. Of all the households on the Homefinder register who are in priority need (Bands 1 and 2) that require 4 or more bedrooms, 50% are White British.
- The Strategy attempts to address the issue of overcrowding through Theme 1, which emphasises the importance of developing larger family homes, especially for affordable housing, and ensuring a mix of sizes and tenures on new housing developments. Measures in Theme 3 to encourage under-occupiers to downsize will also make available more family-sized housing for people who are currently overcrowded.
- Some ethnic groups (most noticeably Black Africans) have a higher representation on the Homefinder Register and specifically in the priority bands. This may be linked to the point above – households in this group are more likely to be overcrowded (thereby in housing need and in priority on the register) and there is a shortage of large family homes in the social sector. The Strategy aims to ensure development of additional family homes in the affordable housing sector and a mix of sizes and tenures on new developments through the priorities in Theme 1. As part of Theme 2, the social housing allocations system will be reviewed in light of new legislation and statutory guidance.
- Some ethnic groups make up a higher percentage of homeless applicants than could be expected from population statistics (most noticeably Black applicants). This may be linked to relatively higher levels of deprivation and a higher number of households living in private rented accommodation, which may result in homelessness if the tenancy is ended by the landlord. Improvements to homelessness services, including homelessness prevention services, will be made through Theme 2 priorities and will benefit these groups.
- The GTAA identified no additional need for pitches for Gypsies and Travellers, providing that the standard of the existing site is improved. This has been included as a specific priority within Theme 1 of the Strategy.

Disability:

- Households on the Homefinder register containing a disabled person, where their disability requires specific housing adaptations, are more likely to be in housing need (priority band) than households without a disability. Social housing properties that are purpose-designed or have suitable adaptations are in short supply. The Strategy recognises the need for additional accessible and specialist housing development through Theme 1 and Theme 4 with strong links between the need for additional housing and the need for specialist housing.
- Theme 4 also commits to promoting and enabling independent living through the provision of aids and adaptations (Disabled Facilities Grants) to enable disabled people to continue to live in their existing homes.

Gender:

- Whilst there is sufficient direct access emergency accommodation (hostels) for single males, there is a lack of direct access services and accommodation for homeless women. This will be addressed through the priority in Theme 2 to re-commission

external homelessness services, which includes a specific commitment to increase and improve services for homeless women.

Pregnancy/Maternity:

- Pregnant women (and households containing a pregnant woman) have a priority need for housing under homelessness legislation and if they meet the other requirements under the homelessness assessment, they are owed the main homelessness duty. Where temporary accommodation has been provided, it is not suitable for pregnant women or households with children to be accommodated in Bed & Breakfast for more than 6 weeks. Theme 2 includes a priority to improve the allocation and procurement of temporary accommodation, with a specific commitment that B&B will not be used for pregnant women for more than six weeks.

Sexual Orientation; Religion/Belief; Gender reassignment:

No specific housing issues were identified for these protected groups.

11. Please detail how you could mitigate any negative impacts.

The Draft Housing & Homelessness Strategy contains measures focusing on improving housing provision and housing conditions for people with protected characteristics who have a housing need. The Draft Strategy attempts to ensure that the negative impacts of wider issues beyond the Council's control (such as Welfare Reform) are understood and mitigated where possible, by offering appropriate support and services for those who are homeless or in housing need.

12. Identify which contractors or service users would be negatively affected by the options

No protected groups would be negatively affected by the Themes and Priorities proposed in the Draft Housing & Homelessness Strategy.

Formal consultation

13. Who took part in the consultation? *Please also specify representatives of any protected groups.*

The consultation document and an online survey were available on the Council's website for anyone with an interest in housing in the city to complete. A message was also included on the Council's Facebook page.

An email was sent to key stakeholders to alert them of the consultation and invite them to participate. This was sent to a wide range of contacts including: Registered Providers; advice agencies; key contacts for consultation of protected equalities groups; elected members; the Coventry Partnership Housing Theme Group and other key partnership groups; providers of housing-related support and homelessness services; tenants and

residents associations; and private landlords. This was sent to over 225 stakeholders and also to 660 members of the public on the Corporate Research consultation contact database.

A total of 46 responses were received to the online survey.

14. What were the key findings of the consultation?

80% of respondents agreed or strongly agreed that the Draft Housing & homelessness Strategy had identified the main issues and challenges for Coventry.

To what extent do you agree that the strategy is clear in identifying the main issues and challenges for Coventry?		
Answer Options	Response Percent	Response Count
Strongly agree	9.1%	4
Agree	70.5%	31
Disagree	13.6%	6
Strongly disagree	6.8%	3
<i>answered question</i>		44
<i>skipped question</i>		2

70% agreed or strongly agreed that the 'what we will do' sections identified appropriate ways to tackle these issues.

To what extent do you agree that the 'what we will do' sections of the strategy have identified appropriate ways to tackle these issues?		
Answer Options	Response Percent	Response Count
Strongly agree	7.0%	3
Agree	62.8%	27
Disagree	27.9%	12
Strongly disagree	2.3%	1
<i>answered question</i>		43
<i>skipped question</i>		3

76% of respondents found the Housing & Homelessness Strategy easy to read. Suggestions for improvement included a reduction in the use of acronyms and the addition of an executive summary.

Did you find the Draft Housing and Homelessness Strategy easy to read?		
Answer Options	Response Percent	Response Count
Yes	76.3%	29
No	23.7%	9
<i>answered question</i>		38
<i>skipped question</i>		8

Several respondents wished to highlight the disproportionate impact of housing need, homelessness and poor housing conditions on groups with protected characteristics, particularly related to disability and ethnicity. This has been identified above. The priorities of the Housing & Homelessness Strategy will try to address these housing issues, therefore having a positive impact on these groups.

15. Are there any gaps in the consultation?

No.

16. Following the consultation, what additional equality issues have emerged?

Several respondents wished to highlight the disproportionate impact of housing need, homelessness and poor housing conditions on groups with protected characteristics, particularly related to disability and ethnicity. This has been identified above. The priorities of the Housing & Homelessness Strategy will try to address these housing issues, therefore having a positive impact on these groups.

One respondent also felt that the importance of planning and providing specialist housing for people with disabilities and for Older People had not been given sufficient priority in Theme 1. Although this issue is addressed in Theme 4; there was not enough emphasis on the importance of provision within new developments for groups with specific housing needs.

17. Which of the options have changed following consultation and equality analysis, and how?

The results of the consultation have been used to ensure that the Housing & Homelessness Strategy has incorporated appropriate safeguards for the vulnerable groups that have been identified.

As a result of the consultation, an additional priority point was added to Theme 1: Increase the supply, choice and quality of new housing. This is to:

- Support economic growth by developing high value, high quality housing to retain higher earners and attract new residents.

No equality impacts have been identified as a result of the addition of this priority.

There has also been a change to one of the priorities in Theme 3: Strive for a healthier and more sustainable City by improving the quality and use of existing housing. The priority to improve energy efficiency and affordable warmth in the private sector has now been extended to cover all housing sectors, including the social housing sector. The priority is now:

- Improve energy efficiency and affordable warmth across all tenures.

This will have a positive impact as it will mean that households in all housing tenures may benefit from measures put in place.

One respondent also felt that the importance of planning and providing specialist housing for people with disabilities and for Older People had not been given sufficient priority in Theme 1. The links between Theme 1 and Theme 4 of the Strategy were strengthened as a result of this comment, to ensure that enough emphasis is placed on the importance of provision within new developments for groups with specific housing needs.

Other minor changes have been made to the text in the body of the document where it was necessary to provide clarity or further emphasis on certain points. The use of acronyms has been reduced and an executive summary will be produced once the Strategy has been approved by Council.

Equality impact of final option

18. Please confirm below which option has been chosen for implementation.

The Housing & Homelessness Strategy will contain the Themes, priorities and action points as described in point 10, with the addition of the priority to develop 'aspirational' housing and the slight change to the priority to 'improve energy efficiency and affordable warmth across all tenures, described in point 17.

19. Please indicate which of the following best describes the equality impact of this analysis.

- There will be **no equality impact** if the proposed option is implemented.
- There will be **positive equality impact** if the proposed option is implemented.
- There will be **negative equality impact** if the preferred option is implemented, but this can be objectively justified.
Please state clearly what this justification is and what steps will be taken to ameliorate the negative impact.

The Housing & Homelessness Strategy contains Themes and Priorities focusing on improving housing provision and housing conditions for people with protected characteristics and who have a housing need.

It will assist the Council in meeting the priority in the Council Plan 2011-14: "*People are prevented from becoming homeless and supported if they do*" and the corresponding objective in the Council Plan 2011/2014 Equality Strategy – Equality Objective CP 4.6.

There are no negative impacts expected from measures contained within the Strategy and the Strategy will attempt to ensure that the negative impacts of wider issues beyond the Council's control (such as Welfare Reform) are mitigated where possible, by offering appropriate support and services for those who are homeless or in housing need.

20. What will be the impact on the workforce following implementation of the final option? *Please make reference to relevant equality groups (with protected characteristics under the Equality Act).*

There will be no impact on the workforce of the Council.

Formal decision-making process

Please detail below the committees, boards or panels that have considered this analysis

Name	Date	Chair	Decision taken

Approval

This equality analysis has been completed by:

Officer

Kimberley Fawcett

Service Manager

Ayaz Maqsood

Note: Failure to comply with duties on equalities and consultation will put the Council (and specifically the elected member or officer making the decision) at risk of judicial review

Director

Brian Walsh

Elected Member

Councillor Ed Ruane

Date

06/02/2013

Monitoring and review

This section should be completed 6-12 months after implementation

- a) **Please summarise below the most up to date monitoring information for the newly implemented service, by reference to relevant protected groups.**

[Click **here** and type]

- b) **What have been the actual equality impacts on service users following implementation?**

Analyse current data relating to the service and think about the impact on key protected groups: race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, gender reassignment.

It may help to answer the following questions: Since implementation

- Have there been any areas of low or high take-up by different groups of people?
- Has the newly implemented service affect different groups disproportionately?
- Is the new service disadvantaging people from a particular group?
- Is any part of the new service discriminating unlawfully?

[Click **here** and type]

- c) **What have been the actual equality impacts on the workforce since implementation?**

[Click **here** and type]

**Equality Analysis and Consultation Template
July 2012 · Version 2.0.1**

The latest version of this template can be found at:
<http://beacon.coventry.gov.uk/equalityanddiversity/>
Please ensure you are using the latest version of the template.

This page is intentionally left blank

Council – 19th March 2013

**Recommendations from
Cabinet – 5th March 2013**

144. **Developing International Links**

The Cabinet considered a report of the Chief Executive, which sought approval for new international links to be developed with Jalandhar, India and to explore potential relationships and links with cities and regions in Brazil.

Coventry had an international reputation as a city of peace and reconciliation. In addition to its post-war historic links, the City had a wide range of international links and relationships - economic; educational and cultural – that continued to develop and change over time. The Council's international strategy directed and prioritised international activity including the development and support of key international links through formal civic engagement led by the Lord Mayor of Coventry. It was proposed that the current priorities of the Council's international activity should be maintained, and, in view of economic and global change, new international links should be considered and developed to support future growth and jobs in Coventry.

The report indicated that Coventry's most active civic international arrangements were with its most recent twin city, Jinan in China. This international link was developed thirty years ago by the Council working with local businesses and the Chamber of Commerce and it continued to be important for economic development activity. A review of potential trade and investment opportunities of civic links by the council's Business Growth Team and discussions with local businesses had identified the potential economic benefits to Coventry of exploring the development of civic links to the other "BRIC" countries (Brazil; Russia; India; China), in particular India and Brazil. A recent UK trade delegation to India led by the Prime Minister had emphasised the need to develop closer ties to take advantage of the potential economic opportunities for UK businesses.

In February 2012 the Lord Mayor of Coventry, Councillor Mulhall, made a civic visit to India. As part of the visit, the Lord Mayor's delegation had initial discussions with three cities in the Punjab region of India with a view to exploring potential civic links, aiming to build on local community links to help develop potential future economic benefits to the city. An assessment of the economic and cultural benefits of twinning had identified the city of Jalandhar as a potential twin city and it was proposed that the Council agreed to pursue a formal twinning link with Jalandhar.

In addition, the Cabinet noted that there was also currently considerable local business interest, including from the automotive industry, in South America, particularly in Brazil where it was anticipated that there would also be potential benefits for local businesses from the 2016 Olympic Games. Coventry did not have the strong community and cultural links with Brazil as it had with India and it was considered that the formal twinning route may not be the best way to develop links with cities in this country. It was therefore recommended that the Council should work with local businesses to explore potential relationships and links with cities and regions in Brazil which may take a different form to the more traditional civic twinning link.

RESOLVED that, after due consideration of the options and proposals contained in the report and matters referred to at the meeting:

- 1. The Cabinet give approval:**
 - (a) For International activity undertaken by the Council to continue to focus on three priorities:**
 - Peace, reconciliation and supporting democracy**
 - Economy, business and trade**
 - Culture, education and community links**
 - (b) To pursue formal civic twinning arrangements between the city of Coventry and the Indian city of Jalandhar.**
 - (c) To work with local businesses to explore the development of new international links with Brazil,**
 - (d) To continue to recognise the value of community-led international links and initiatives, providing civic support to such activities when it is appropriate**
- 2. The Cabinet recommend that Council endorse the decision detailed in 1 above.**

Cabinet
Council

5 March 2013
19 March 2013

Name of Cabinet Member:

Cabinet Member (Policy Leadership and Governance) – Councillor J Mutton

Director Approving Submission of the report:

Chief Executive

Ward(s) affected: all

Title: Developing Coventry's international links

Is this a key decision?

No

Executive Summary:

Coventry has an international reputation as a city of peace and reconciliation. In addition to its post-war historic links the city has a wide range of international links and relationships - economic; educational and cultural – that continue to develop and change over time. The Council's international strategy directs and prioritises any international activity including the development and support of key international links through formal civic engagement led by the Lord Mayor of Coventry. It is proposed that the current priorities of the Council's international activity should be maintained, and, in view of economic and global change, new international links should be considered and developed to support future growth and jobs in Coventry.

Recommendations:

Cabinet is asked to agree the recommendations set out below.

Council is asked to endorse the recommendations set out below.

- (1) International activity undertaken by the Council should continue to focus on three priorities:
 - Peace, reconciliation and supporting democracy
 - Economy, business and trade
 - Culture, education and community links
- (2) To pursue formal civic twinning arrangements between the city of Coventry and the Indian city of Jalandhar
- (3) To work with local businesses to explore the development of new international links with Brazil
- (4) To continue to recognise the value of community-led international links and initiatives, providing civic support to such activities when it is appropriate

List of Appendices included:

None

Background papers:

None

Other useful papers:

Report to Scrutiny Co-ordination Committee on Civic Visit to India – Lord Mayor of Coventry
Coventry-Punjab India Twin City Proposal 2013 – Business Growth Team Coventry City Council
Coventry City Council International Strategy

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

19 March 2013

Developing Coventry's International links

1. Context (or background)

- 1.1 Coventry has an international reputation as a city of peace and reconciliation since the end of the Second World War. In addition the city and its communities have a wide range of international links and relationships which provide economic; educational and cultural benefits to local people. The Council contributes to the development and strengthening on international links for the benefit of the city through its international activities, including formal civic activity led by the Lord Mayor of Coventry. Following a recent review of trade and investment opportunities it is proposed to optimise the benefits of civic activity by establishing links with new areas of economic interest.

2. Options considered and recommended proposal

- 2.1 The Coventry City Council's international strategy, adopted in November 2004, seeks to achieve benefits from international activity for the city by focusing on:

- Peace, reconciliation and supporting democracy
- Economy, business and trade
- Culture, education and community links

It is recommended that any future international activity undertaken by the Council should continue to focus on these priorities, responding to changing economic and global circumstances.

- 2.2 **Peace, reconciliation and supporting democracy** - recent work undertaken by the Coventry Partnership Business Group has underlined again how important peace and reconciliation is to local people and to local pride in Coventry. Peace and reconciliation is one of the key themes of the new Coventry and Warwickshire economic narrative and the Council is currently working with partners to develop this further. The majority of the city's historic twinning arrangements were developed through peace and reconciliation work. The Council continues to support the annual Coventry Peace Festival and maintains twinning and other civic links with towns associated with peace and reconciliation, including active links with Volgograd (formerly Stalingrad) in Russia, together with Kiel and Dresden in Germany. Coventry Cathedral's Centre for Reconciliation and the Community of the Cross of Nails and Coventry University's Centre for Peace and Reconciliation continue to develop and support new and existing international links for Coventry.
- 2.3 **Economy, business and trade** – Coventry's most active civic international arrangements are with its most recent twin city, Jinan in China. This international link was developed thirty years ago by the Council working with local businesses and the Chamber of Commerce and it continues to be important for economic development activity. A review of potential trade and investment opportunities of civic links by the council's Business Growth Team and discussions with local businesses have flagged up the potential economic benefits to Coventry of exploring the development of civic links to the other "BRIC" countries (Brazil; Russia; India; China) - namely India and Brazil. The recent UK trade delegation to India led by the Prime Minister has emphasised the need to develop closer ties to take advantage of the potential economic opportunities for UK businesses.
- 2.4 In February 2012 the Lord Mayor of Coventry, Councillor Keiran Mulhall, made a civic visit to India. As part of the visit the Lord Mayor's delegation had initial discussions with three cities in the Punjab region of India with a view to exploring potential civic links: Chandigarh; Ludhiana and Jalandhar, aiming to build on local community links to help develop potential future economic benefits to the city. An assessment of the economic and cultural benefits of twinning has identified the city of Jalandhar as a potential twin city and this report recommends that the Council agrees to pursue a formal twinning link with Jalandhar.

- 2.5 There is also currently considerable local business interest – including from the automotive industry - in South America, particularly in Brazil where it is anticipated that there will also be potential benefits for local businesses from the 2016 Olympic Games. Coventry does not have the strong community and cultural links with Brazil as it has with India and it may well be that the formal twinning route is not the best way to develop links with cities in this country. It is therefore recommended that the Council should work with local businesses to explore potential relationships and links with cities and regions in Brazil which may take a different form to the more traditional civic twinning link.
- 2.6 **Culture, education and community links** – Coventry’s diverse communities continue to bring new international links to the city, adding to the city’s vibrant cultural mix, and the city’s two universities also continue to develop international links for Coventry. Coventry’s schools have developed a variety of links including those developed during the Olympics. In addition a range of community-led international initiatives bring cultural and education benefits to the city as well as value to the people in the countries that the initiatives are delivered. Some recent examples include the city’s local charity and community-led responses to the tsunami in Sri-Lanka and the earthquake in Pakistan; and locally based international projects such as the eye care camps in the Punjab and the Ibba Girls School initiative in the South Sudan.
- 2.7 Although the Council does not take the lead in this activity there are occasions when civic engagement and support assists this community-led work, particularly in supporting the city’s response to international emergencies, and it is recommended that this support should continue when it is appropriate.

3. Results of consultation undertaken

- 3.1 This report has been informed by recent work led by the Coventry Partnership’s Business Group to develop a better understanding of the city and its economic narrative. This research showed that peace and reconciliation is still very important to Coventry people and communities and a considerable source of civic pride. The proposals have also been based on information sourced from local businesses.

4. Timetable for implementing this decision

- 4.1 If the recommendations of this report are agreed it is proposed that a formal approach will be made to the city of Jalandhar and the potential twinning arrangement pursued as soon as possible. The development of potential links with Brazil would take place over a longer period with further recommendations being brought to Council for consideration in the next municipal year.

5. Comments from Director of Finance and Legal Services

- 5.1 Financial implications
There is no additional allocation of finance associated with the recommendations in this report and any costs would be met out of existing budgets.
- 5.2 Legal implications
There are no specific additional legal implications from the recommendations in this report.

6. Other implications

None

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The Council's international activity aims to contribute to the Council's corporate objectives and priorities. The specific recommendations in this report aim to support the Council's objective to promote growth and jobs in the city and pride in the city.

6.2 How is risk being managed?

Any international activity undertaken by the Council is assessed for risk through the Council's risk assessment procedures.

6.3 What is the impact on the organisation?

There are no additional direct impacts on the organisation.

6.4 Equalities / EIA

The Council's international activity aims to promote peace, reconciliation and support for democracy, enhances pride in Coventry and to bring local communities together. This work aims to have a positive impact on equalities and cohesion in Coventry.

6.5 Implications for (or impact on) the environment

As part of its international activity the Council has worked with other cities on sustainability and environmental issues. Expanding the city's international links into South America and India might require more air travel although increasingly international activity takes place through electronic and virtual methods of communication.

6.6 Implications for partner organisations?

Most of the international links in Coventry are made by partner organisations such as the Universities; local businesses and local communities. The recommendations in this report mean that the Council would continue to work with and support organisations in the city in the development of key international activity and the development of links. In particular, the recommendations aim to support the development of links that would be of benefit to local businesses.

Report author(s):

Name and job title: Jenni Venn, Assistant Director Policy, Partnership and Performance

Directorate: Chief Executive's Directorate

Tel and email contact: 024 7683 3741 jenni.venn@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Jane Barlow	Lord Mayor's Office	Customer and Workforce Services	21/2/13	21/2/13
Lara Knight	Governance Services	Customer and Workforce Services	21/2/13	21/2/13
Other members				
Names of approvers for submission: (officers and members)				
Finance: Neil Chamberlain	Finance Manager	Finance & legal	21/2/13	21/2/13
Legal: Christine Forde	Assistant Director Legal Services	Finance & legal	21/2/13	21/2/13
Director: Martin Reeves	Chief Executive		21/2/13	
Members: Councillor George Duggins (for Councillor John Mutton)	Cabinet Member Policy, Finance and Resources		21/2/13	21/2/13

This report is published on the council's website:

www.coventry.gov.uk/meetings



Public report Council Report

Cabinet Member Policy Leadership and Governance
Council

12 March 2013
19 March 2013

Name of Cabinet Member:

Policy, Leadership and Governance: Cllr J Mutton

Director Approving Submission of the report:

Director of Finance and Legal Services
Director of Public Health

Ward(s) affected:

All

Title: Transitions to Public Health and Constitutional Changes

Is this a key decision?

No

Executive Summary:

The Health and Social Care Act 2012 will introduce major reforms of the NHS, public health and social care. While some parts of the Act are in force already, most provisions will take effect on 1st April 2013. The transfer of public health functions to local authorities and the requirement to establish a Health and Wellbeing Board ("the Board") mean that changes need to be made to the Constitution and authority given to deal with the formal transfer of assets and liabilities from services which will cease to exist after 31st March.

In particular the following changes need to be considered:

- (1) terms of reference and membership of, and voting rights for, the Health and Wellbeing Board when it becomes operational on 1st April 2013;
- (2) delegated powers for the Director of Public Health to enable her to carry out her statutory duties as well as her functions as a member of the Council's Corporate Management Board; and
- (3) other minor amendments to the Constitution which need to be in place before the new municipal year.

In addition the Council needs to give delegated authority to the Council Solicitor to accept formally the legal documents transferring staff and the legal title and legal rights in assets and liabilities from the PCT to the Council.

Regulations which were issued in February 2013 modify the operation of the usual rules for council committees when applied to the Board. This means that the Council has some choices to make about the detailed governance and operation of the Board. The Board has been consulted on these choices but, because of the short timescales involved it has not been possible to incorporate their views into this report..

The Board met on 11 March and a note of their views will be provided for the meeting.

This report sets out the changes that are needed and asks the Cabinet Member to recommend to Council to approve those amendments.

Recommendations:

Cabinet Member is recommended to:

- (1) Recommend to Council that the Membership of the Health and Wellbeing Board be confirmed as the membership set out in the table in paragraph 2.3.2 of the report with effect from 1st April until the Annual Meeting of the Council in May 2013 when final membership will be determined;
- (2) Recommend to Council whether or not to make a direction that members of the Health and Wellbeing Board, including members of any sub-committee or joint sub-committee and substitute members, who are not elected members of Coventry City Council are to be treated as non-voting members of the Health and Wellbeing Board, taking into account any views expressed on this point by the Health and Wellbeing Board;
- (3) Recommend to Council that no action be taken to require the Health and Wellbeing Board be politically balanced;
- (4) Recommend to Council whether or not :
 - (a) to direct the Health and Wellbeing Board that it may not appoint a sub-committee or sub-committees to discharge any of its functions (other than functions under Section 196(2) of the Health and Social Care Act 2012) ;and
 - (b) to direct the Health and Wellbeing Board that it may not appoint a sub-committee or sub-committees or an officer to discharge any of its functions under Section 196(2) of the Health and Social Care Act 2012taking into account any views expressed by the Health and Wellbeing Board on these points;
- (5) Recommend to Council that subject to any amendments required as a result of Recommendations (1) to (4) above, changes to the Constitution set out in section 3 of the report be approved; and
- (6) Recommend to Council that the Council Solicitor be given delegated authority:
 - (a) to make any necessary changes to the Constitutional changes set out in Section 3 arising from Recommendations (1) to (5) above; and
 - (b) to accept formally the legal documents transferring staff and the legal title and legal rights in assets and liabilities and be appointed to sign and seal the legal documents

Council is recommended to:

- (1) Confirm the membership of the Health and Wellbeing Board as the membership set out in the table in paragraph 2.3.2 of the report with effect from 1st April until the Annual

Meeting of the Council in May 2013 when final membership will be determined;

- (2) Consider whether or not to make a direction that members of the Health and Wellbeing Board, including members of any sub-committee or joint sub-committee and substitute members, who are not elected members of Coventry City Council are to be treated as non-voting members of the Health and Wellbeing Board, taking into account any views expressed on this point by the Board ;
- (3) To take no action to require the Health and Wellbeing Board to be politically balanced;
- (4) Consider whether or not :
 - (a) to direct the Health and Wellbeing Board that it may not appoint a sub-committee or sub-committees to discharge any of its functions (other than functions under Section 196(2) of the Health and Social Care Act 2012) ;and
 - (b) to direct the Health and Wellbeing Board that it may not appoint a sub-committee or sub-committees or an officer to discharge any of its functions under Section 196(2) of the Health and Social Care Act 2012taking into account any views expressed by the Board on these points;
- (5) Subject to any amendments required as a result of Recommendations (1) to (4) above, approve the changes to the Constitution set out in section 3 of the report; and
- (6) Give the Council Solicitor delegated authority:
 - (a) to make any necessary changes to the Constitutional changes set out in Section 3 arising from Recommendations (1) to (5) above; and
 - (b) to accept formally the legal documents transferring staff and the legal title and legal rights in assets and liabilities and be appointed to sign the legal documents and seal the legal documents

List of Appendices included:

Appendix 1: Draft Terms of Reference for Health and Wellbeing Board

Appendix 2: Extract from Council Procedure Rules

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?

Shadow Health and Wellbeing Board 11 March 2013

Will this report go to Council?

Yes, 19 March 2013

Report title: Transitions to Public Health and Constitutional Changes

1. Context

- 1.1 The Health and Social Care Act 2012 received the royal assent in March 2012. While some provisions are in force, most will take effect on 1st April 2013. Changes need to be made to the Constitution to reflect provisions which affect the Council's governance arrangements. In particular the following changes need to be considered:
- (1) terms of reference and membership of, and voting rights for, the Health and Wellbeing Board when it becomes operational on 1st April 2013;
 - (2) delegated powers for the Director of Public Health to enable her to carry out her statutory duties as well as her functions as a member of the Council's Corporate Management Board; and
 - (3) other minor amendments to the Constitution which need to be in place before the new municipal year.

These are set out in Section 3. The precise wording of the terms of reference of the Board will depend on the choices that the Council makes in connection with its detailed governance (see Section 2 below).

In addition, with the close down of Primary Care Trusts and the transfer of public health functions to local authorities, arrangements are being made for the transfer of assets and liabilities from the PCTs to local authorities. The Council needs to give delegated authority to the Council Solicitor to accept the Transfer Scheme as more particularly set out in Section 4.

2. Governance of the Health and Wellbeing Board

- 2.1 The Health and Wellbeing Board is established by the 2012 Act as a Council committee. Its functions are set out in Sections 195 and 196 of the Act and are:
- to encourage integrated working for the purpose of advancing the health and wellbeing of people in its area (s.195)
 - to exercise the functions of the local authority and partner bodies in producing the Joint Strategic Needs Assessment and the Joint Health and Wellbeing Strategy (s.196(1)).

In addition Section 196(2) allows the Board to exercise any functions of the local authority that are given to it by the authority.

- 2.2 Regulations (the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013) have now been published which modify the operation of the usual rules for council committees when applied to the Board. This means that the Council has some choices to make about the detailed governance and operation of the Board. These are set out below. The choices the Council makes will determine the precise wording of the Constitutional changes that will be needed. Where a choice falls to be made by the Council, this is set out in italics and each choice is numbered sequentially.

2.3 Membership of the Health and Wellbeing Board

- 2.3.1 Section 194 of the 2012 Act sets out how membership of health and wellbeing boards is to be determined. The Board must have:
- (a) at least one City Councillor, nominated by the Leader of the Council (this can be or include the Leader himself);

- (b) the director of adult social services;
- (c) the director of children's services;
- (d) the director of public health;
- (e) a representative of the Local Healthwatch organisation for the area of the local authority,
- (f) a representative of each relevant clinical commissioning group; and
- (g) such other persons, or representatives of such other persons, as the Council thinks appropriate.

In addition the Board itself may appoint additional persons to be members of the Board as it thinks appropriate. Any time after the Board has been established, the Council must consult with the Board before appointing another person to the Board under (g).

2.3.2. The table below sets out suggested membership for the Board from 1st April 2013. This is the same as for the shadow board except organisations which will not exist after 31st March have been removed and new bodies, such as Local Healthwatch, added. The third column shows the basis upon which the membership might be appointed in accordance with the legislation.

Position / Organisation	Suggested representation	Status
Leader of the Council		Nominated by Leader
Cabinet Member - Community Services		Nominated by Leader
Cabinet Member - Children and Young People		Nominated by Leader
Opposition Councillor representative		Nominated by Leader
Director of Community Services		Statutory appointment
Director of Children, Learning and Young People		Statutory appointment
Director of Public Health		Statutory appointment
Assistant Director Policy and Performance, Community Services Directorate.		To be appointed by the Council
Local Healthwatch	1 representative	Statutory appointment
GP Commissioning Consortium	2 Representatives	Statutory appointment
Voluntary Action Coventry	A Representative of the Health & Social Care Voluntary Sector	To be appointed by the Council
Coventry University	Vice-Chancellor (or rep)	To be appointed by the Council
Warwick University	Vice-Chancellor (or rep)	To be appointed by the Council
NHS Commissioning Board	When established	To be appointed by the Council
VODG	1 representative	To be appointed by the Council
West Midlands Fire Service	Operations Commander Coventry	To be appointed by the Council

Some organisations will continue to be invited to attend the meetings as observers.

The Board has been consulted on future membership and its views will be reported to Council.

2.3.3 (1) *It is suggested that membership of Board should be confirmed as the Board's membership from 1st April 2013 until Annual Council when membership would be fixed following consultation with the Board.*

2.3.4 In subsequent years it is suggested that membership should be agreed at Annual Council in the same way as other council committees.

2.4 Voting Rights of the Board

2.4.1 All elected members of a council committee have the right to vote on matters before it. Co-opted members who are not elected members of the Council do not normally have the right to vote.

2.4.2 The 2013 Regulations provide that all members of the Board, whether co-opted or elected members have voting rights *unless the Council directs otherwise*. This means that unless a direction is given, Council employees who are statutory members of the Board, and representatives of outside organisations will have voting rights as well as elected members, both on the Board itself and on any sub-committees or joint sub-committees. The Council may only make a direction if it has first consulted with the Board.

2.4.3 At present shadow Board members may send a substitute to a meeting if they cannot attend. If non-elected Board members are to retain their voting rights, consideration needs to be given as to whether a substitute non-elected member should have the same voting rights

2.4.4. When coming to view on whether to give a direction removing voting rights from non-elected members of the Board, the Council should be aware that any co-opted member of the Board will be subject to the Standards provisions of the Localism Act 2011 if they have voting rights. This means that Council employees and representatives from other organisations will have to comply with the requirement to register, declare and have published their disclosable pecuniary interests. Inability to participate in items of business (because of an interest, for example, through their office or employment) by a significant number of voting members will impede the work of the Board and may require dispensations to be granted where this is appropriate and feasible. However, if the Council directs that co-opted (i.e. non-elected) members of the Board may not have voting rights, then the issue will not arise.

2.4.5. The terms of reference have been drafted in the first instance to give voting rights to all members of the Board. However the Board has been consulted on whether a direction should be given and its views will be reported to Council.

(2) *Members need to consider whether the Council would want to give a direction to remove voting rights for Board Members (subject to prior consultation with the Board) and to consider the voting position of non-elected substitute members.*

(3) Bearing in mind that the Board may also appoint members to the Board, if the Council decides to direct that co-opted members may not have voting rights it may wish to clarify whether or not this includes any councillors co-opted by the Board itself.

2.5 Political Balance

2.5.1 The 2013 Regulations disapply the rules on political balance for Council committees. There is therefore no need for the elected membership of the Board to reflect the political balance of the Council. The Council could however still choose to do this. The Board has been consulted on this point and its views will be reported to Council.

(4) Members need to consider whether or not the elected membership of the Board should be politically balanced.

2.6 Establishment of Sub- Committees

2.6.1 The current terms of reference allow the shadow Board to appoint sub-committees and "working groups" to support its deliberations on subject specific matters. Such sub-groups may comprise in part or in whole co-opted members, Councillors and Council officers who are not members of the Board.

2.6.2 By contrast the 2013 Regulations provide that a Board may:

- (a) appoint a sub-committee to discharge any of its functions (other than any functions under Section 196(2) of the 2012 Act);
- (b) appoint a sub-committee or a Council officer to discharge any of its Section 196(2) functions (i.e. functions of the local authority that it delegates to the Board);
- (c) appoint a sub-committee to act in an advisory capacity; and
- (d) where a sub-committee is established under (b), the sub-committee may delegate its functions to a Council officer unless the Board directs otherwise

In the case of (a) and (b) the Council has the power to direct the Board not to appoint sub-committees to carry out its functions. It cannot prevent the Board from establishing advisory sub-committees under (c). The Board has been consulted on whether a direction on sub-committees should be given, and its views will be reported to Council.

2.6.3 *(5) The Council need to consider whether it would wish to exercise its right to prevent the Board from arranging for the discharge of all or any of its functions by a sub-committee.*

(6) If the Board retains the right to appoint sub-committees (and Council officers) to discharge all or any of its functions, consideration needs to be given as to whether voting rights for sub-committee members should be the subject of a direction by the Council.

3. Changes to the Constitution

3.1 The paragraphs below set out the changes to the Constitution which are recommended for approval. They detail the relevant provision of the Health and Social Care Act or of the 2013 Regulations (where applicable), the change that is needed to reflect the Act or Regulations, the location of the change in the current Constitution and when it is in force.

3.2 Terms of Reference of Health and Wellbeing Board

3.2.1 Draft terms of reference for the Board have been created and are set out in Appendix 1 to this report. These are a shortened version of the original terms of reference of the shadow Board and all major provisions are retained. The precise wording of the terms of reference will depend on the decisions that Council makes in connection with the points raised in Section 2 above (points (1) to (6)). To this end Council is asked to give the Council Solicitor delegated authority to amend the terms of reference in the event that the Council's decisions require these to be altered.

3.2.2 Part 3 of the Constitution at page 133 needs to be amended to insert the terms of reference immediately after Part 3.8.3. The change will take effect from 1st April 2013.

3.2.3 The Board has been consulted on the draft terms of reference and its views will be reported to Council.

3.3 Delegated Functions of Director of Public Health

3.3.1 The Director of Public Health and her team become Council employees on 1st April. From that date she will need to be given the same general delegated powers as other directors.

Part 3 of the Constitution needs to be amended to include the Director of Public Health in the definition of "Management Board" at paragraph 3.7.1 of Part 3 of the Constitution (page 79) so that she can exercise the same general delegated powers set out in the table at paragraph 3.7.1 as other members of Management Board.

The change takes effect from 1st April 2013.

3.3.2 The Director also should be included in the list of statutory appointments at paragraph 3.7.3 in Part 3 (page 80/81). This needs to be amended to include the following new text:

3.7.3.5	<i>The Director of Public Health is designated as the Council's Director of Public Health (Section 73A of the National Health Service Act 2006).</i>
---------	--

The change takes effect from 1st April 2013

3.3.3 Suggested delegated powers for the Director are set out in the table set out below. These are general powers and duties but also include the statutory functions of the Director as set out in the 2012 Act. It is recommended that Part 3.7 of the Constitution should be amended by the inclusion of this table immediately after the delegated functions of the Director of Customer and Workforce Services at page 89.

Director of Public Health

<u>Statutory or Other Function</u>	<u>Nominee or Other Limitation</u>
<i>To exercise the Council's powers and duties in connection with public health protection under the Public Health (Control of Disease) Act 1984 and any regulations made thereunder.</i>	
<i>Responsibility for all of the Council's duties to take steps to improve health.</i>	
<i>Authority to exercise any of the Secretary of State's public health protection or health improvement functions that he or she may delegate to local authorities by arrangement or under regulations.</i>	
<i>To be responsible for tackling health inequalities, improving health care quality and for strengthening the capacity across the whole public sector to improve the health of the population</i>	
<i>Be the chief source of health leadership expert advice to health bodies and the Council on all aspects of public health, and will provide reports directly to Council Cabinet, Overview and Scrutiny Committees and other strategic meetings as appropriate.</i>	
<i>Authority to determine the contents of and write the annual report on the health of the people in the Council's area.</i>	
<i>The functions of the Council as "responsible authority" under the Licensing Act 2003 in relation to public health functions.</i>	
<i>The functions of the Council, in relation to public health functions, as an authority which must be consulted on the licensing authority's statement of licensing policy.</i>	
<i>Exercising the Council's functions in planning for, and responding to, emergencies that present a risk to public health.</i>	
<i>Responsibility for the Council's duty to co-operate with the police, probation service and the prison service to assess the risks posed by violent or sexual offenders.</i>	
<i>Responsibility for providing Healthy Start vitamins where the Council provides or commissions a maternity or child health clinic.</i>	

<i>To be a statutory member of the Health and Wellbeing Board and to be the lead officer for the Board</i>	

The change takes effect from 1st April 2013

3.4 Other Minor Changes to the Constitution

3.4.1 It is proposed to amend the Council Procedure Rules at Part 4.1 of the Constitution so that the order of business for the Annual Council Meeting reflects the actual order in which business is taken. Set out at Appendix 2 is an extract from the current Procedure Rules showing where changes are to be made. In addition rule 4.1.1.12 has been updated to include the Health and Wellbeing Board and other committees in those committees whose membership is approved at the Annual Meeting.

4. **Transfer of Public Health Functions: Transfer Scheme**

4.1 The Primary Care Trusts will cease to exist after 31st March 2013 and public health functions will be transferred to local authorities. As part of the closedown and handover arrangements in the run-up to this, arrangements are being made for the transfer of staff, assets and liabilities from the PCTs to local authorities. Work has been undertaken to identify and agree the staff and the assets and liabilities that must be transferred and which will formally transfer through an Order made by the Secretary of State.

4.2 The Department of Health has set a timetable for the formal acceptance of the Transfer Scheme by the transferring organisations (the Arden Cluster) and receiver organisations (the Council) after which time the formal Order will be made. The transferring organisation's Board will formally sign off the Transfer Scheme at a meeting on 20th March and the Council, as a receiver organisation, must have arrangements in place to recognise the Transfer Schemes at a Board (i.e. Council) meeting or under delegated arrangements after the Cluster Board meeting and before 25th March 2013. Due to the timing, it will not be possible for this to be done at an actual Council meeting. Therefore, the Council needs to give delegated authority to the Council Solicitor to recognise the Transfer Scheme and sign and apply the Council's seal to the appropriate documents.

5. **Results of consultation undertaken**

5.1 Given that the amendments (with the exception of some of those in paragraph 3.4.1) arise from legislative changes, no consultation has been carried out except with the shadow Health and Wellbeing Board

6. **Timetable for implementing this decision**

6.1 The timetable for implementation of each amendment is set out in the relevant paragraph of Section 2 of the report.

7. **Comments from Director of Finance and Legal Services**

7.1 Financial implications

None

7.2 Legal implications

The Council needs to make the changes to its Constitution to ensure that it can implement the changes required by the Health and Social Care Act 2012. In respect of the transfer of Public Health to the City Council identified staff will transfer under their existing terms and conditions and the Council will acquire all duties and liabilities in respect of their employment.

8. Other implications

8.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The Constitution sets out the governance arrangements of the Council and it is important for the good governance of the Council that these reflect changes in legislation including the establishment of new decision making procedures.

8.2 How is risk being managed?

Having a Constitution that reflects changes in legislation will ensure that the Council meets its legal obligations and will also provide better and more accurate information for the public, stakeholders, councillors and employees on how the Council is governed.

8.3 What is the impact on the organisation?

To put in place appropriate governance arrangements which reflect the provisions of the Health and Social Care Act 2012.

8.4 Equalities / EIA

None

8.5 Implications for (or impact on) the environment

None

8.6 Implications for partner organisations?

None

Report author(s):

Name and job title: John Scarborough Corporate Governance and Litigation Manager

Directorate: Finance and Legal Services

Tel and email contact: 024 7683 3011/ John.Scarborough@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Legal: John Scarborough	Corporate Governance and Litigation Manager	Finance & legal		
Christine Forde	Assistant Director, Legal Services and Monitoring Officer			
Carol Bradford	Locum Legal Officer	Finance and Legal		
Names of approvers for submission: (officers and members)				
Finance: Neil Chamberlain		Finance & legal	28.2.13	1.3.13
HR: Claire Campbell	HR Manager		28.2.13	28.2.13
Christine Forde	Assistant Director, Legal Services and Monitoring Officer		27.2.13.	27.2.13
Director: Chris West	Director of Finance and Legal Services		27.2.13	28.2.13
Director: Jane Moore	Director of Public Health		28.2.13	1.3.13
Councillor John Mutton	Cabinet Member: Policy Leadership and Governance		27.2.13	28.2.13

This report is published on the council's website:

www.coventry.gov.uk/councilmeetings

Appendix 1

Draft Terms of Reference of Health and Wellbeing Board

3.9 Health and Wellbeing Board

3.9.1 The Council has established a Health and Wellbeing Board which with effect from April 2013 has the status of a committee established under Section 102 of the Local Government Act 1972 except as may be provided for by regulations. The terms of reference below will take effect on 1st April 2013 when the Board becomes operational.

3.9.2 Composition

3.9.2.1 The Board shall comprise:

- (a) at least one councillor nominated by the Leader of the Council;
- (b) the Director of Community Services (in his or her capacity as Director of Adult Social Services);
- (c) the Director of Children, Learning and Young People (in his or her capacity as Director of Children's Services);
- (d) the Director of Public Health;
- (e) a representative of the Local Health Watch organisation for Coventry;
- (f) a representative of each clinical commissioning group whose area coincides with or falls wholly or partly within the area of the Council; and
- (g) such other persons, or representatives of such other persons, as the Council thinks appropriate.

3.9.2.2 In addition to the appointments referred to in 3.9.2.1 above, the Board may appoint such additional persons to be members of the Board as it thinks appropriate.

3.9.3 Chair and Deputy Chair

The full Council will appoint the Chair and Deputy Chair of the Board.

3.9.4 Quorum and Substitutes

The quorum of the Board will be one half of the total number of members plus one member.

If members of the Board know in advance that they will be unavailable to attend a Board meeting, they may send a substitute who is able to represent them. This substitute should be notified to the Director of Customer and Workforce Services by no later than 1 hour before the meeting.

3.9.5 Voting Rights

Each member of the Board whether an elected or co-opted Member or appointed by virtue of their office or employment shall be entitled to speak and vote on all matters before the Board.

3.9.6 Sub-Committees and Working Groups

The Board may establish sub-committees or working groups to support its deliberations on subject specific matters. Such sub-groups may comprise in part or in whole co-opted members, Councillors and Council officers who are not members of the Board.

3.9.7 Frequency of meetings

The Board will meet at least three times a year and meetings will be subject to the usual Access to Information requirements.

3.9.8 Terms of Reference

The Health and Wellbeing Board will have the following terms of reference:-

- 3.9.8.1 Advancing the health and wellbeing of the people in Coventry;
- 3.9.8.2 Encouraging persons who arrange for the provision of any health or social care services in that area to work in an integrated manner.
- 3.9.8.3 Providing such advice, assistance or other support as it thinks appropriate for the purpose of encouraging the making of arrangements under section 75 of the National Health Service Act 2006 in connection with the provision of health or social care services, including supporting joint commissioning and pooled budget arrangements where appropriate.
- 3.9.8.4 Encouraging persons who arrange for the provision of any health-related services in its area to work closely with the Board.
- 3.9.8.5 Encouraging persons who arrange for the provision of any health or social care services Coventry and persons who arrange for the provision of any health-related services in Coventry to work closely together.

- 3.9.8.6 Assessing the needs of the Coventry population and leading the statutory joint strategic needs assessment.
- 3.9.8.7 Developing a Health and Well Being Strategy for Coventry.
- 3.9.8.8 Supporting the local voice of patients, and the exercise of patient choice and the development of arrangements for managing joint health and social care resources.
- 3.9.8.9 Keeping under review these terms of reference and making recommendations to full Council on proposed amendments.
- 3.9.8.10 Carrying out any other statutory functions of a health and wellbeing board.

Appendix 2

Council Procedure Rules: Order of Business at the Annual Meeting

4.1.1 Timing and Business

In a year when there is an ordinary election of Councillors, the annual meeting will take place within 21 days of the retirement of the outgoing Councillors. In any other year, the annual meeting will take place in March, April or May.

The Annual Meeting will:-

- 4.1.1.1 elect a person to preside if the Lord Mayor and the Deputy Lord Mayor are not present;
- 4.1.1.2 receive any apologies for absence;
- 4.1.1.3 receive any correspondence and announcements of the Lord Mayor;
- 4.1.1.4 elect the Chair of the Council (being Lord Mayor of the City);
- 4.1.1.5 give a vote of thanks to the Retiring Lord Mayor
- 4.1.1.6 elect the Vice-Chair of the Council (being Deputy Lord Mayor of the City);
- 4.1.1.7 elect the Leader of the Council in any year in which the current Leader's term of office expires. If the Council does not elect the Leader at the Annual Meeting, the election of the Leader shall be an item on the agenda at every ordinary meeting of the Council after the Annual Meeting until the Leader is elected. The existing Leader appoints a Deputy Leader and Cabinet for the discharge of Executive Functions until the Leader is elected; where this is not possible, the Deputy Leader shall become Leader and appoint a Deputy Leader and Cabinet for the discharge of Executive Functions until the Leader is elected.
- 4.1.1.8 receive the report of the Leader of the Council on the appointment of the Deputy Leader and the composition of the Cabinet and the allocation of Executive Functions within the Cabinet;
- 4.1.1.9 agree the minutes of the last meeting and their signature;
- 4.1.1.10 receive the return of persons elected as Councillors (when applicable);
- 4.1.1.11 receive any declarations of interest from Councillors;
- 4.1.1.12 establish the Licensing and Regulatory Committee, Planning Committee, Health and Wellbeing Board, Scrutiny Co-ordination Committee, Scrutiny Boards, Audit Committee, an Ethics Committee and such other Committees as the Council considers appropriate to deal with matters which are neither reserved to the

Council nor are executive functions as set out in Part 3, Table 1 of this Constitution. This may also include the appointment of the Chair and Deputy Chair of those bodies

4.1.1.13 decide the size and terms of reference for those Scrutiny Boards and Committees;

Deleted: (with the exception of the Standards Committee which shall appoint its own chair from amongst its membership);

4.1.1.14 decide the allocation of seats to political groups in accordance with the political balance rules;

4.1.1.15 receive nominations and appoint Councillors to serve on each Scrutiny Board and Committee;

Deleted: of

Deleted: and outside body

4.1.1.16 receive nominations and appoint to outside bodies:

Deleted: those Committees and

4.1.1.18 approve a programme of ordinary meetings of the Council, Cabinet, Scrutiny Boards, Committees and Advisory Panels for the year including the date and time of the next Annual Meeting and agree the scheme of delegation as set out in Part 3 of this Constitution; and

Deleted: 4.1.1.17 agree the scheme of delegation as set out in Part 3 of this Constitution;¶

Deleted: 4.1.1.18 decide the date and time of the next Annual Meeting;¶ except where appointment to those bodies has been delegated by the Council or is exercisable only by the Cabinet; ¶

4.1.1.19 consider any business set out in the notice convening the meeting.

This page is intentionally left blank



Council

19 March 2013

Name of Cabinet Member:

Cabinet Member (Strategic Finance and Resources) – Councillor Duggins

Director Approving Submission of the report:

Director of Customer and Workforce Services

Ward(s) affected:

None

Title:

Pay Policy Statement 2013/14

Is this a key decision?

No

Executive Summary:

Local Authorities are required by sections 38 and 39 of the Localism Act 2011 to produce an annual Pay Policy Statement. The statement must articulate the City Council's policies towards a range of issues relating to the pay of the workforce, particularly the most senior staff (or "chief officers") and the relationship of their pay to the lowest paid employees. The annual Pay Policy Statement for 2013/14 is attached as appendix 1.

Recommendations:

Council is recommended to approve the 2013/14 Pay Policy Statement attached as Appendix 1.

List of Appendices included:

Appendix 1: Pay Policy Statement 2013/14

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, 19 March 2013

Report title: Pay Policy Statement 2013/14

1. Context (or background)

- 1.1 The Localism Act 2011 requires all local authorities to produce an annual Pay Policy Statement setting out the Council's policies regarding the pay and grading of the workforce. The Pay Policy Statement must be approved by the Council and in place by 1 April 2013. The Pay Policy Statement is particularly required to highlight the relationship between the pay and remuneration of most senior staff (chief officers) and the general workforce. The City Council has clearly established policies and processes for the determination of the pay and grading of its employees and these are summarised in the proposed Pay Policy Statement. The Pay Policy Statement also sets out (as required) the relationship between the highest and lowest paid.
- 1.2 Guidance on the development of Pay Policy Statements states that authorities should explain their policy in respect of chief officers who have been made redundant and later re-employed or engaged under a contract of service, and also their approach to any shared arrangements in place. The City Council has no policy in relation to the re-employment or re-engagement of chief officers. No existing chief officers have been made redundant and subsequently re-employed or re-engaged and it is not anticipated this will occur in the future. No current chief officers are engaged on a shared basis.
- 1.3 Additional guidance regarding Pay Policy Statements was issued by the Secretary of State for Communities and Local Government on 20 February 2013. One aspect of that guidance states that Full Council should vote on any proposed severance payment where the total amount of the payment exceeds £100,000. Any discretionary payments (e.g. enhanced redundancy payments in the Security of Employment Agreement) made by the City Council to any employee that in total exceed £100,000 will therefore in future be referred to Full Council as the revised guidance requires.

2. Options considered and recommended proposal

- 2.1 Council is recommended to approve the Pay Policy Statement for 2013/14 to ensure compliance with sections 38 and 39 of the Localism Act 2011.

3. Results of consultation undertaken

- 3.1 There is no requirement to consult on the Pay Policy Statement.

4. Timetable for implementing this decision

- 4.1 The proposed Pay Policy Statement will be effective for the financial year 2013/14.

5. Comments from Director of Finance and Legal Services

5.1 Financial implications

Financial information on all posts where the full time equivalent salary is at least £50,000 PA (which includes chief officers as identified in the Pay Policy Statement) is published in the Council's Annual Statement of Accounts.

5.2 Legal implications

The City Council is required under sections 38 and 39 of the Localism Act 2011 to agree an annual Pay Policy Statement.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

To assist the effective delivery of key objectives and corporate priorities the City Council must ensure a structured and objective system is in place for the determination of the pay and grading of employees.

6.2 How is risk being managed?

By not having an approved Pay Policy Statement in place by 1 April 2013 the City Council would not be compliant with sections 38 and 39 of the Localism Act 2011. This risk will be removed by approval of the Pay Policy Statement.

6.3 What is the impact on the organisation?

None

6.4 Equalities / EIA

The Equality Act and the National Joint Council (NJC) conditions of Service require the publication of Equal Pay review information. The last review was conducted in January 2012. The City Council now publish the information annually and the data for 2013 will be published shortly.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

None

Report author(s): Jon Venn

Name and job title: Senior HR Manager

Directorate: Customer and Workforce Services

Tel and email contact: 024 7683 2125

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Sue Iannantuoni	Assistant Director (HR)	Human Resources (CWS)	1/3/13	7/3/13
Suzanne Bennett	Governance Services Officer	Democratic Services (CWS)	1/3/13	6/3/13
Kray Dhillon	Senior HR Adviser	Human Resources (CWS)	1/3/13	6/3/13
Liz Read	Electoral Services Manager	Democratic Services (CWS)	1/3/13	1/3/13
Names of approvers for submission: (officers and members)				
Finance: Paul Jennings	Finance Manager	Finance & Legal	1/3/13	4/3/13
Legal: Gillian Carter	Senior Solicitor	Finance & Legal	1/3/13	6/3/13
Director: Bev Messinger	Director of CWS	CWS	1/3/13	8/3/13
Members: Cllr Duggins	Cabinet Member (Strategic Finance and Resources)		8/3/13	8/3/13

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

Appendix 1

Coventry City Council – Pay Policy Statement 2013/14

1. Introduction and Purpose

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees (excluding those working in local authority schools) by identifying;

- the methods by which salaries of all employees are determined;
- the detail and level of remuneration of its most senior staff i.e. ‘chief officers’, as defined by the relevant legislation;
- the Cabinet Member responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

Once approved by the full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

2. Legislative Framework

In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the Equal Pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

3. Pay Structure

Based on the application of the NJC Job Evaluation scheme, the Council uses the nationally negotiated pay spine as the basis for its local grading structure, set out in the Council’s Single Status Conditions document dated September 2004. This determines the salaries of the vast majority of the non school based workforce, together with the use of other nationally defined rates where relevant. There have been no increases in the national pay spine since April 2009.

The posts of senior managers (including Directors (Chief Officers), Assistant Directors and the Chief Executive) are evaluated through the Hay job evaluation scheme. There have been no increases in the pay rates for Hay graded employees since April 2008.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

4. Senior Management Remuneration

For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2013, are;

a) Chief Executive

The salary of the post designated as Chief Executive falls within a range of three incremental points between £175,000, rising to a maximum of £185,000. This salary is exclusive of the payment made for returning officer duties.

b) Directors

The salaries of posts designated as; Director of Children Learning and Young Peoples Services, Director of Community Services and Director of City Services and Development fall within a range of three incremental points between £113,488 rising to a maximum of £124,295.

The salaries of posts designated as; Director of Finance and Legal Services and Director of Customer and Workforce Services fall within a range of three incremental points between £99,722 rising to a maximum of £110,266.

The salary of the post of Director for Public Health is on a spot salary of £120,000.

c) Assistant Directors

The salary of the post designated as Assistant Director Performance and Scrutiny, falls within a range of three incremental points between £53,321 rising to a maximum of £58,837.

The salaries of the posts designated as; Assistant Director Corporate Policy and Research, and Assistant Director Democratic Services fall within a range of three incremental points between £63,675 rising to a maximum of £70,377.

The salaries of the five Public Health consultants, who are the equivalent to the Council's posts of 'Assistant Director' and who report directly to a Director, fall within a range of 6 incremental points between £77,079 rising to a maximum of £97,478.

The salary of the post designated as Assistant Director for Education and Learning falls within a range of three incremental points between £90,462 rising to a maximum of £99,983.

The salaries of the remaining fifteen Assistant Director posts fall within a range of three incremental points between £75,517 rising to a maximum of £83,549.

5. Recruitment of Chief Officers

The Council's policy and procedures with regard to recruitment of chief officers is set out within section 4.8 of the Council's Constitution. When recruiting to all posts the Council will take full and proper account of its own Recruitment and Redeployment Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements in accordance with its relevant policies.

Where the Council remains unable to recruit chief officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any chief officers engaged under such arrangements.

Guidance issued by the Secretary of State for Communities and Local Government specifies that any new appointment where the total salary package exceeds £100,000 should be subject to a vote at Full Council. Any appointments that exceed the £100,000 threshold will be referred to Full Council.

6. Additions to Salaries of Chief Officers

The Council does not apply any bonuses or performance related pay to its chief officers.

In addition to basic salary, set out below are details of other elements of 'additional pay' which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfillment of duties. This information can only be provided retrospectively for the last financial year and is as follows;

Post	Gross Fees for Local Elections Duties including Referendum vote	Gross Fees for Police Commissioner Election Duties
Chief Executive	£7,500 (Returning Officer), £7,500 (Counting Officer, Referendum)	
Director of Community Services	£210.00	
Director of City Services and Development	£222.50	£208.00
Director of Customer and Workforce Services	£320.00	£344.00
Director of Finance and Legal Services	£210.00	£168.00
Director of Children, Learning and Young People	£210.00	
Assistant Director Development Services	£155.00	£152.00
Assistant Director (ASC) Strategic Ops	£165.00	£152.00
Assistant Director Transformation	£160.00	£152.00
Assistant Director Health, Libraries and Adult Ed	£207.50	£208.00
Assistant Director Democratic Services	£320.00	£384.00
Assistant Director Corporate Policy and Research	£160.00	£212.00
Assistant Director ICT	£210.00	
Assistant Director Highways Services	£155.00	
Assistant Director Customer Services	£210.00	
Assistant Director Revenues and Benefits	£222.50	
Assistant Director Streetscene	£155.00	

7. Payments on Termination

The Council's approach to discretionary payments on termination of employment of all employees (including chief officers), prior to reaching normal retirement age, is set out within the Security of Employment Agreement in accordance with Regulations 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006. The Council does not apply the added years arrangements available under the Local Government Pension Scheme and therefore has no discretion over the pension benefit amounts payable to employees who are made redundant and who are entitled under the scheme regulations to be paid their pension benefits.

Any other payments falling outside of the provisions or the relevant periods of contractual notice shall be approved by the Assistant Director (Human Resources) in accordance with the Constitution of the Council unless the payment exceeds £100,000.

Guidance issued by the Secretary of State for Communities and Local Government on 20 February 2013 stated that Full Council should be given the opportunity to vote on any proposed severance payment to an employee where the total amount of the payment exceeds £100,000. As a consequence of this Guidance, Full Council shall make the decision about any severance payment to an employee (including a chief officer) that in total exceeds £100,000. The Council has no current (or proposed) discretionary termination payments that exceed £100,000.

8. Publication

Upon approval by the full Council, this statement will be published on the Councils Website. In addition, for posts where the full time equivalent salary is at least £50,000, the Councils Annual Statement of Accounts will include a note setting out the total amount of:

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- any bonuses so paid or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;
- any benefits received that do not fall within the above

9. Lowest Paid Employees

The lowest paid persons employed under a contract of employment with the Council are employed on full time [37 hours] equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 1st April 2013, this is £12,312 per annum. The City Council employs a small number of modern apprentices who are not included within the definition of "lowest paid employees" as they are employed under specific trainee contract terms.

The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010).

Lord Hutton was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that **no public sector manager can earn more than 20 times the**

lowest paid person in the organisation. Lord Hutton's report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the Council's workforce.

The current Council pay levels define the following rates of pay:-

- Chief Executive = £175,000
- Median Chief Officer = £83,549
- Median employee = £20,198
- Lowest paid employee = £12,312

The current Council pay levels define the following pay multiples:-

- Chief Executive to lowest paid employee = **1:14.2**
- Chief Executive to median employee = **1:8.7**
- Median Chief Officer to lowest paid employee = **1:6.8**
- Median Chief Officer to median employee = **1:4.1**

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the council will use available benchmark information as appropriate.

10. Accountability and Decision Making

In accordance with the Constitution of the Council, the Assistant Director (Human Resources) is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

Council Meeting

19th March, 2013

Booklet 1

Question

1.

QUESTION SUBMITTED BY: Councillor Lepoidevin

TO BE ANSWERED BY: Councillor O'Boyle

TEXT OF QUESTION:

What action has been taken in Coventry to prevent the grooming of children for sexual exploitation? In light of recent cases around the country, what assurances can you give that children in the City and children in our care are safe and protected in this area?

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank