

Annual Business Plan 2025-26



Coventry City Council

e.on

Strategic Energy Partner



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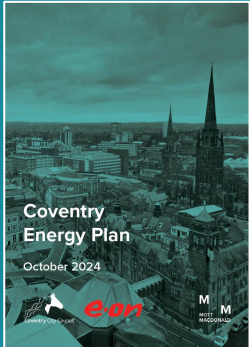
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Welcome to our 2025-26 Annual Business Plan

Coventry City Council (the **Council**) has joined forces with E.ON UK plc (**E.ON**) to launch a pioneering 15-year-Strategic Energy Partnership (the **SEP**). We will see our two organisations collaborate on revolutionising energy use in the city for the benefit of local communities and the wider economy.

This Annual Business Plan (**ABP**) depicts the ambitions for the next 12 months of the SEP: recaps what the partnership has been doing since its inception in September 2023, what it plans to do until March 2026, and how these activities will benefit Coventry and move the city on its decarbonisation journey.

The partnership has committed to supporting the Council's decarbonisation targets and providing huge benefits to communities and businesses that would not otherwise be possible. We will transform the city's approach to carbon reduction focusing on energy sustainability, efficiency and boosting the local economy. We will create new jobs, tackle green skill-gaps through a deliberate push to preferred local supply chains, businesses and educational institutions and deliver projects that will generate and supply energy, help tackle fuel poverty, enable energy resilience, help create cleaner air, and help promote health and wellbeing.



A key milestone in 2024 has been the creation of a SEP-led **Coventry Energy Plan** for the City that developed a vision of the future Coventry and clear direction of travel for the SEP's activities and project pipeline. This forms the basis of the delivery detail for this ABP 2025-26 and provides the strategic direction for the **SEP 2025-26 Strategic Goals**.

As part of our commitment, we have also developed a Community Benefit Fund (**CBF**) which will help with delivering outcomes that benefit the environment and community. In response to growing demand for professionals in Coventry's renewable energy sector, we are committed to recruiting and training apprentices as well as offering work placements while upholding Equality, Diversity and Inclusion (**ED&I**) principles.

SEP 2025-26 Strategic Goals

In line with the **SEP's Strategic Themes** and based on the **Coventry Energy Plan**, seven delivery programmes have been defined for 2025-26. They are:



In 2025/6 the key outputs the SEP intends to deliver are:

- Development and execution of the **delivery programmes resulting from the Coventry Energy Plan**.
- Assessment, development and implementation of a **public sector building decarbonisation programme**, starting with schools.
- Further development, subject to successful planning permission, of a **solar farm**.
- Initial exploration and subsequent development, subject to feasibility study completion, of **Project Genesis**, a project to explore supply and demand of low cost, affordable heat at scale, recognising the opportunities presented by heat network expansion, heat zoning, energy storage and fleet decarbonisation.
- Development and implementation of a **pipeline of innovation projects** exploring new technologies and proof of concepts. Trials will include product development and piloting of residential and micro business solutions and propositions.
- **Data, digital and connectivity will be a key enabler** and theme across energy propositions.

ABP Facts & Figures: September 2023 - March 2025

Table I – Project overview

Cumulative Gateway approvals to end March 2025	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Aspiration in 24/25 ABP	25	22	16	16	7	6
Actual delivery	28	20	18	16	5	2

Table II – Highlights

17 Months of the Partnership

16 E.ON-Council Board meetings

185k YouTube views of SEP videos

89 Gateway approvals

£1.3m Social benefit committed

4 FTE increase to deliver for the SEP

860 School children inspired

22 Projects in the Pipeline

11 project contracts signed

1 Coventry Energy Plan delivered

Table III – Partnership Spend & Investment (£m)

Partnership Spend (FTE and non-people costs)	
E.ON	£3.0m
Council	£0.3m

Investment (Devex, Capex, Opex, CCC Grants & Community Benefit Fund) into Projects

SEP total (E.ON & Council) £1.9m

Actual spend for September 2023 – March 2025 is a forecast subject to final reconciliation following the year end

ABP Facts & Figures: April 2025 - March 2026

Background

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

Table I – Project overview

Cumulative Gateway approvals to end March 2026	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
New 25/26 projects	15	13	12	12	5	2
In-flight 24/25 projects	-	4	2	3	14	13

Table II – Strategic Outcomes

Clean Local Energy

Installed renewable energy

- Solar PV generation capacity target **850kWp**
- Heat pump total target installation size **800kW**

Clean Local Energy

Reduction in CO2

- Based on completed installations in 2025/26, the total forecast avoided CO2 through business cases **150tCO2e**

Table III – Partnership Spend & Investment (£m)

Partnership Spend (FTE and non-people costs)		Investment (Devex, Capex, Opex, CCC Grants, Community Benefit & Innovation Fund) into Projects	
E.ON	£2.3m	SEP total (E.ON & Council)	£12.6m
Council	£0.2m		

All numbers stated are estimates and represent our ambition over the next 3 years but are subject to formal sign off, of the final business cases

ABP Financial and Delivery Insights

This ABP is based on knowledge and assumptions of projects known to the partnership and give an indication of our ambition over the next three years. This pipeline will continue to grow and be complemented by the programmes of projects delivered by the partnership, but only projects currently captured in the ABP are reflected in these figures – the apparent reduction in investments and outcomes in future years will not be realised as new projects are added.

For the purposes of the figures shown, no grant funding has been assumed in the investments beyond that which has already been secured for the Partnership.

Any headcount directly linked to a specific project, will only be mobilised once it has been approved through the SEP gateway process.

		£m			
		2023-25*	2025/26	2026/27	2027/28
		Sep '23-Mar '25	Apr-Mar	Apr-Mar	Apr-Mar
Partnership Spend (FTE and non-people costs)	Total	3.5	2.5	2.4	2.6
	E.ON	3.0	2.3	2.2	2.3
	CCC**	0.3	0.2	0.2	0.2
Investments (Devex, Capex, Opex, CCC Grants, Community Benefit Fund)	Total	1.9	12.6	16.0	7.4
<i>The above indicates an innovation fund of £0.2m in 2025/26</i>					
Strategic Outcomes KPI targets	Installed solar kWp	N/A	850	22,200	1,200
	Installed heat pumps kW	N/A	800	-	-
	CO2 avoided tCO2e***	N/A	150	720	4,300

All numbers stated are estimates and represent our ambition over the next 3 years but are subject to formal sign off, of the final business cases

*Partnership costs are higher as this covers an 18-month period. Actual spend for Year 1 is a forecast subject to final reconciliation following the year end.

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

*** CO2e avoided calculations were undertaken by a CCC instructed consultant using UK Gov Conversion Factors for Company Reporting.

ABP Financial and Delivery notes

Council resource

The Council's core SEP team includes 2.5 full time equivalent (FTE) officers to support delivery (1 Project Manager, 1 Project Officer and 0.5 Finance). This resource was identified from the reallocation of existing resources and was approved as part of the Council's Budget in February 2024. A further dedicated resource was secured using grant funding.

To support project development outlined in this ABP, Council resource requirements, additional to the above, have been identified. This resource requirement will provide project development support in the Council. In line with the partnership agreement and subject to CJV board approval at the relevant gateways, the estimated DevEx (Development Expenditure) for projects in the year 2025/26 is £0.4m. These DevEx costs can be covered by E.ON if approved as part of the Project Proposal in relevant Gateway. When/if a project reaches commercial close, any DevEx covered by E.ON will be built into the Business Case for the project.

Devolution funding

The recent Devolution White Paper (December 2024) highlights Government ambitions to devolve more powers to Strategic Authorities. Devolution of funding to West Midlands Combined Authority is becoming an increasingly important funding source for decarbonisation projects in Coventry. The level of funding available in the short-medium term is likely to remain constrained and not provide large-scale funding opportunities for SEP priorities. Further details on advantages and disadvantages of the devolved approach, and its role in SEP priorities, are included in section 5.

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Coventry Energy Plan output

*What direction are we
taking the partnership in*

1



Transitioning Coventry to Net Zero by 2050 at pace & scale, benefitting the city's residents, businesses and environment

- Cities across the UK are facing a significant challenge in their journey to Net Zero. In response to this challenge and as a part of the city's [Climate Change Strategy](#), Coventry City Council appointed E.ON as its Strategic Energy Partner in 2023 to work together to achieve the city's energy goals over a 15-year period.
- The city is committed to achieving Net Zero by 2050, with an interim target of 68% reduction by 2030 (compared to 1990 levels). According to the [Net Zero Routemap](#) projection leading to 2038, nearly a quarter of the city's emissions could be reduced through the Coventry Energy Plan's proposed initiatives¹.

Key Coventry Statistics

- Coventry's population has grown to 345,300² in 143,000 homes, of which over 63.6% are of working-age³.
- A significant proportion of Coventry's housing stock is old, terraced buildings where ASHP solutions, EV charging infrastructure installation can be challenging.
- 20% of Coventry households live in low-income low energy efficiency households, compared to just 13% nationally⁴
- 96% of businesses in Coventry are classified as SMEs (Small Medium Enterprises).

¹ Assuming the CEP's High ambition Scenario

² grown by 13.8% according to the census of 2021; this rate of growth is higher than England as a whole (8.8%).

³ According to the 2023 mid-year population estimates, over one-fifth (22.3%) are children and young people aged under 18, 63.6% are of working-age (18-64).

⁴ <https://www.coventry.gov.uk/facts-coventry/coventry-72>

The challenges and opportunities identified for the city

Gas heating

The city's energy mix is predominantly gas at 67%, primarily in domestic use. Emissions from gas-powered heating doesn't resolve itself in record time without intentional action.

- This presents a great opportunity for the introduction of gas boiler alternatives and other sustainable heating solutions in the city.
- As a significant proportion of the city's populous (43% residential & 50% SMEs) are renters. Relationship development with the landlords is key factor we are committed to.
- The diverse building types that form Coventry's housing stock demand tailored technological solutions & economical propositions.

Transportation

Transport is one of the biggest single sources of emissions in the city (27%). Tackling the challenge of green transport systems and alternative mobility solutions is key to make a positive impact on the carbon picture.

- Support the enablement of electric mass transit options in the city through to last mile transport
- The SEP (Strategic Energy Partnership) has the capacity to support EV charger installation at pace and scale in conjunction with the evolving demand for EVs in the future.
- The SEP can facilitate clean energy supply to support the demands of the transport sector transition.
- Culture and behaviour influencing with personal vehicle ownership.
- Holistic solutions to decarbonise the Council's vehicle fleet.

With electric vehicles being a part of a larger puzzle, a wider transportation strategy is being explored for the city by the Council.

Culture and behaviour

Recognizing the crucial shift in thinking and behaviour needed to make new energy work, businesses and residents would be supported with initiatives to help them with the transition to cleaner and greener technology.

An inflationary economy, high cost of living, increasing business overheads reduces the availability of disposable funds that can be invested in sustainable solutions.

To improve the uptake of sustainable solutions among residents and businesses, the SEP has an opportunity to develop supportive propositions and offering that make a case for economic viability.

To deliver our core strategic objective of "decarbonising cities and industry", we must innovate & pilot new propositions that help drive change in this diverse market and social demography.

The solution for Coventry to help meet these challenges

Community Benefit	Environment	Investment
<p>Social Value for the city</p> <ul style="list-style-type: none"> • Creation of an estimated 2,000 full-time jobs per year through to 2038, especially through local supply chains. • Assisting local businesses to avail SEP initiatives thereby helping their carbon reduction journey • Employability training initiatives, support to adults re-entering the workforce • Schools' education and skills development training. • Community initiatives (Biodiversity, volunteering, mentorship) 	<p>Carbon Reduction</p> <p>Up to 65% reduction in carbon emissions from 2021 baseline and a 74% reduction against a 1990 baseline</p> <p>And as a result:</p> <ul style="list-style-type: none"> • This helps businesses meet sustainability targets, elevates eligibility for investments, and creates conducive environment for business opportunities. • Gives residents cleaner air, warmer homes and healthier environments to live in 	<p>Capital Expenditure in the region</p> <p>An investment of c.£10 billion (up to 2038) is estimated to support the development of targeted propositions and programmes to benefit the residents and businesses.</p> <p>Some, but not all of that investment will be through SEP. Much of the investment will be by others, and the role of the SEP is to create an enabling environment which maximises the opportunity.</p>

The SEP is uniquely positioned, by the nature of its public-private structure and operational expertise, to provide solutions and delivery mechanisms that would otherwise not be possible. To achieve a 65% reduction in carbon emissions (from a 2022 baseline), get to 17% energy security (% of Coventry's 2022 electricity demand covered by generation) and an equivalent of 2,000 FTE job impact (per year over the course of the SEP period) a ~£10 billion investment would be needed over the next 15 years. The technologies and solutions that would drive this change are predominantly focused on renewable energy, SME (Small Medium Enterprises), residential retrofit, heating solutions and transportation. These, alongside innovation and community benefit, are the programmes SEP will focus on in 2025-26, and are described further in Section 4.

Introduction

*What the SEP and
ABP are*

2



Introduction to the Annual Business Plan

As part of the SEP, we have a pair of business plans. The five-year SBP sets out our mission, strategic themes and details the process by which projects are selected. The ABP is produced by the partnership ahead of each financial year (April to March), providing a detailed review of past performance, an outlook to our future activities as well as details of both financial & non-financial performance and controls we have set to align with our SBP. The ABP will also outline the immediate priorities of the partnership and provide an overview of the projects and activities the partnership plans to focus on during the year ahead. This year the ABP builds on the Coventry Energy Plan produced in 2024.

Mission & Values

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



Our Overarching Mission

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



Our Values

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



Putting Coventry First

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



Behaving Purposefully

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



Working Better Together

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



Delivering on our Promises

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

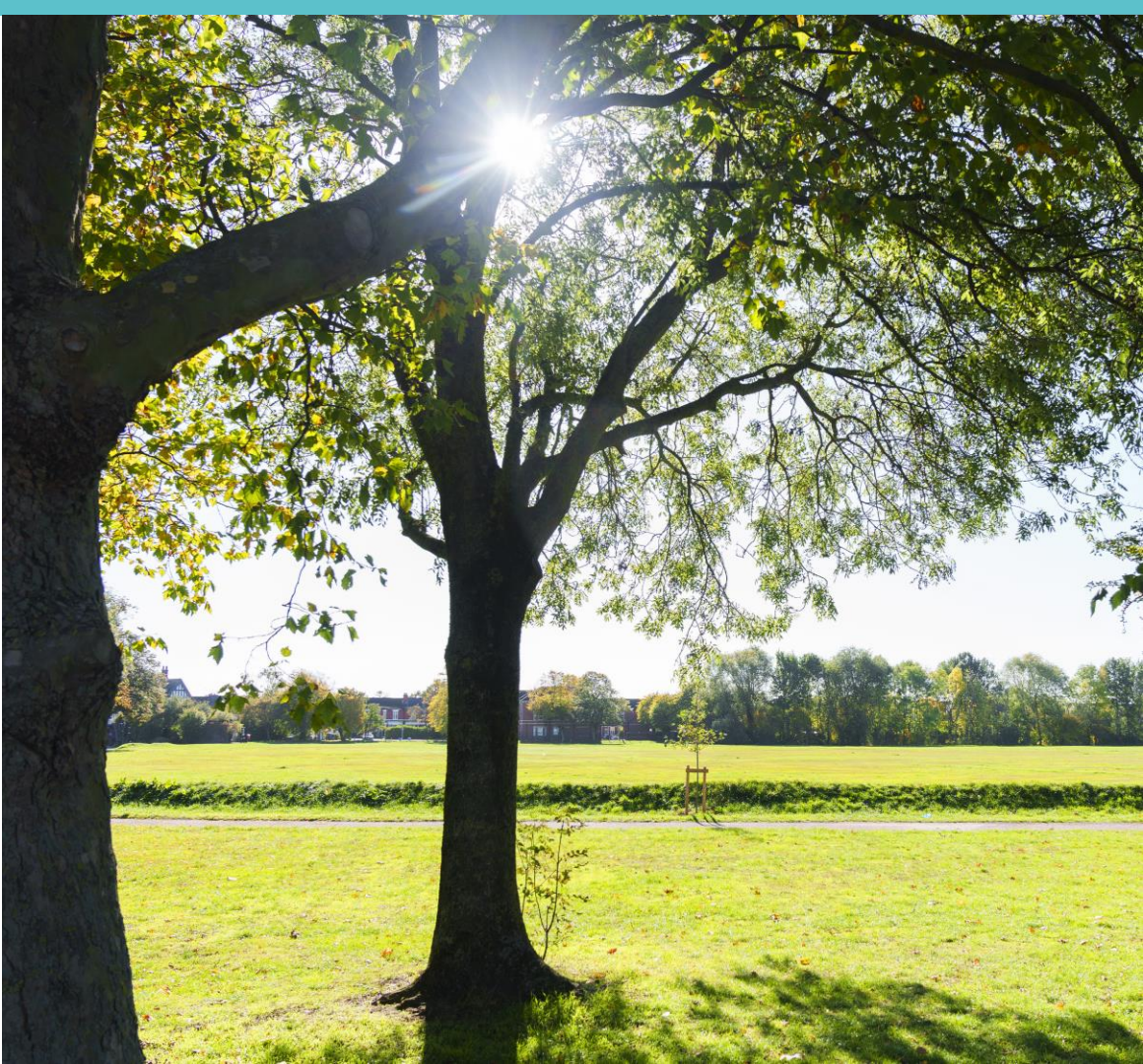


Exploring New Paths

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

Mission of our Strategic Energy Partnership

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



Strategic Themes and Outcomes

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

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



Clean Local Energy

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



Jobs & Skills

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



Innovation & Scale

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



Community Benefit

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

Performance Indicators for 2025-26

Each activity we undertake as part of the partnership, **must align** to at least one of the strategic outcomes associated with at least one of the Strategic Themes. During the project proposal process and subsequent Gateway process as we build towards an investment case and recommendation, we will **clearly set out** which outcome we are seeking to influence, and then **set the activity a target** in line with the overarching KPIs for that Theme. There has been an **aspirational target** applied to **installed renewable energy, CO2 avoided, apprenticeships, pilot energy projects and community benefit** for 2025/26 based on anticipated project delivery.

Clean Local Energy



KPI

Installed Renewable Energy (Solar PV 850kWp; Heat pumps 800kW)

Energy demand reduction through energy efficiency measures

CO2 avoided (Forecast for completed installations 150tCO2e)

Number of homes retrofitted

Jobs and Skills



KPI

Jobs created in Coventry by SEP and Supply Chain

Apprenticeships created by SEP 4

% jobs and apprenticeships created from most vulnerable and harder to reach communities

Innovation & Scale



KPI

Number of pilot energy projects initiated 4

Number of new technologies trialled in Coventry

Number of public & private chargers deployed

kWh of energy optimisation

Community Benefit



KPI

Community Benefit Fund Deployed £500,000

£ community benefit committed (as measured in the TOMs)

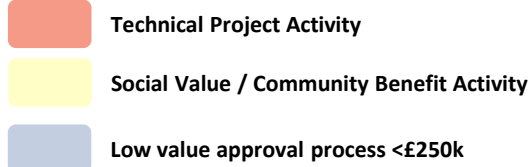
% of £ deployed to targeted groups

% of £ community benefit to targeted groups

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

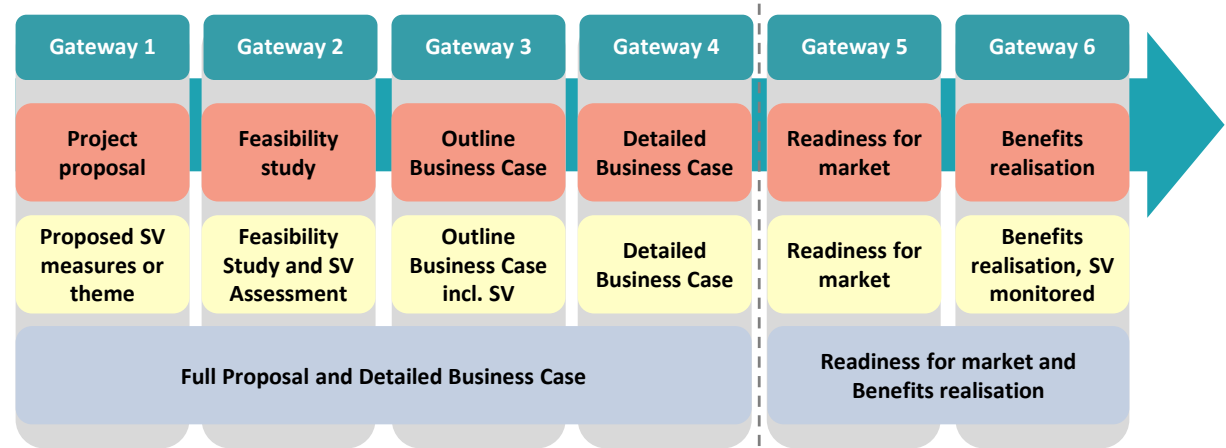
Activity Selection & Delivery

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



Six-step Gateway Process

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








Final Investment
Decision



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

B Project Acceptance Criteria

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

Retrospective

How we did last year

3



Strategic Energy Partnership achievements in Year 1

Highlights

17 Months of the Partnership

16 E.ON-Council Board meetings

185k YouTube views of SEP videos

89 Gateway approvals

£1.3m Social benefit committed

4 FTE increase to deliver for the SEP

860 School children inspired

22 Projects in the Pipeline

11 project contracts signed

1 Coventry Energy Plan delivered

Coventry Energy Plan

A strategic long term energy vision for the city, identified opportunities and challenges

Home Upgrade Grant 2

Delivery of funding for energy efficiency measures in low-income & fuel-poor households

Solar Farm

Progressing discussions on the site viability and designs for planning

Affordability Pilot

Providing solutions to support Coventry customers in energy debt

Council building decarbonisation

Retrofit of four Council buildings utilising PSDS funding

EV charging projects

Delivery of EV chargers at 3 Council car parks in the city

Regional low carbon heat and power

Commenced a significant project in the city which covers all strategic themes of the partnership

Biodiversity initiative

Working with Treetly to explore a forest initiative for Coventry

Energy supply contract

Commencement of a new energy supply contract for the Council

Schools heating

Finalised designs for delivery of heat pumps in two schools in the city

Kestrix trial

Using drone technology to capture thermal imaging of properties

Schools Programme

Education programme offering workshops to initially 10 primary schools

Delivered

Approved

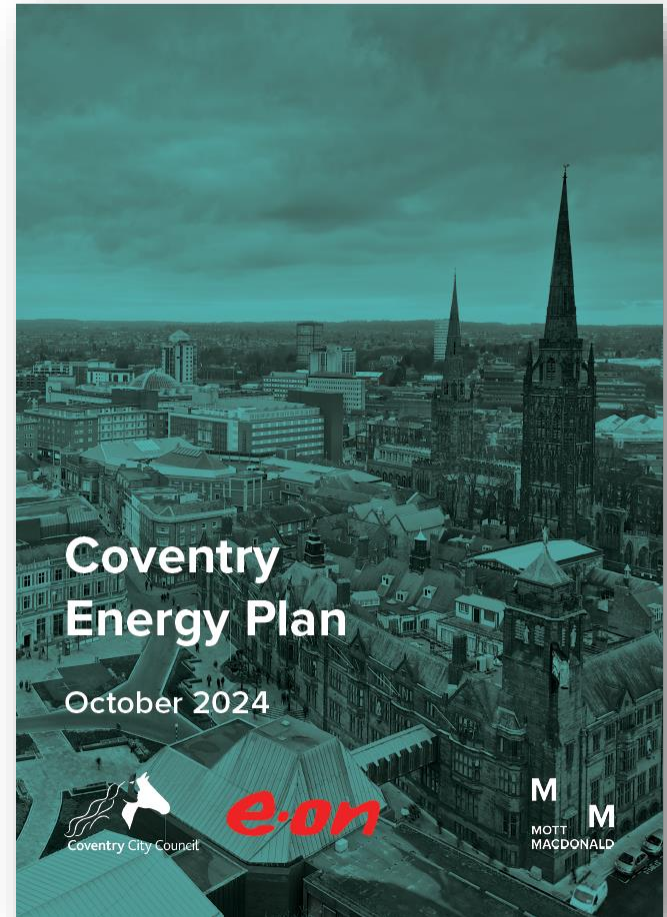
In progress

Innovation

Social Value

Completion of the Coventry Energy Plan

- A key piece of work in the last six months has been the development of the **Coventry Energy Plan** which has been fully funded by E.ON. The Coventry energy plan provides a strategic long term energy vision for the city, aligned with the SEP Strategic Themes, giving us a detailed understanding of the energy challenges and opportunities looking to the next 15 years and beyond.
- The development of the plan has been led by consultants Mott MacDonald, working closely with the SEP team and external stakeholders to develop a proposed pipeline of **commercially viable and technically feasible** energy projects, with a focus on heat decarbonisation for homes and businesses, retrofit of homes and SMEs, electric vehicle charging and renewable and low carbon energy generation. The interventions will support a reduction in carbon emissions across the city by up to 65% by 2038 (based on 2021 baseline), producing 17% of the city's current electricity needs which will significantly increase energy resilience. In order to deliver this, significant **public and private investment** will be required.
- The development of the Coventry Energy Plan has drawn on expertise from across both organisations, alongside Mott MacDonald. The Coventry Energy Plan development has also involved liaising with **external stakeholders** such as WMCA to discuss their regional energy strategy refresh, and National Grid Electricity Distribution to discuss wider energy distribution impacts. Other key stakeholders have included University of Warwick, Coventry University, Bring Energy, Cadent and Severn Trent, with which E.ON has a pilot project to recover heat energy from wastewater in sewers to provide heating and cooling to local buildings.
- The Coventry Energy Plan was completed in October and provides a **prioritised approach** to SEP activity which feeds into the Annual Business Plan development. This will ensure that SEP activity focuses on priority interventions that will make the biggest impact to the city, benefitting residents, businesses and the public sector. Strategic goals set out in this ABP include the development and execution of the Coventry Energy Plan delivery programmes: **Renewable Generation, Heat, SMEs & Public Buildings, Transportation and Residential.**



Coventry SEP Projects KPI Dashboard

Project overview

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Number of projects approved per Gateway	8	2	2	11	3	2

Clean Local Energy

Cumulative all projects

KPI	Current performance
Installed Renewable Energy kWh	40 kWp (2 Sites - 26kWp & 14kWp)
Energy demand reduction through energy efficiency measures	HUG2 Team calculating figures
CO2 (tonnes) avoided	0.74
Number of homes retrofitted	24

Both Foleshill site (454 Foleshill Road & Foleshill library) installations are complete and handed over. Installations have begun at Moat House and Coundon. In total this will deliver 127 CO2t of carbon savings over the next year.

The HUG2 project has delivered a number of retrofit measures in the homes of Coventry residents, with further details on carbon savings and energy demand reduction being calculated as part of the audit process.

Innovation & Scale

Cumulative all projects

KPI	Current performance
Number of pilot energy projects initiated	4
Number of new technologies trialled in Coventry	0
Number of public & private chargers deployed	16
kWh of energy optimisation	0

10 chargers have been commissioned at the Train Station, 6 chargers have been installed at NUS Car Park and are expected to go live shortly. A further 20 are due to be installed at Salt Lane once contracts agreed and potentially 12 more at the Train Station. New technologies and propositions are being worked on, including a trial with Kestrix to use drones to map heat loss in the city. 4 Pilots have gone live including a residential Solar PV discount through E.ON Next and the Affordability trial which is building a pipeline of installations, with one completed in November.

Coventry SEP Social Value KPI Dashboard

Jobs and Skills

Cumulative all projects

KPI	Current performance
Jobs created in Coventry by SEP and Supply Chain	4.6
Apprenticeships created by SEP	2
% jobs and apprenticeships created from most vulnerable and harder to reach communities	0

Community Benefit Programme

Cumulative all Community Benefit Programme projects

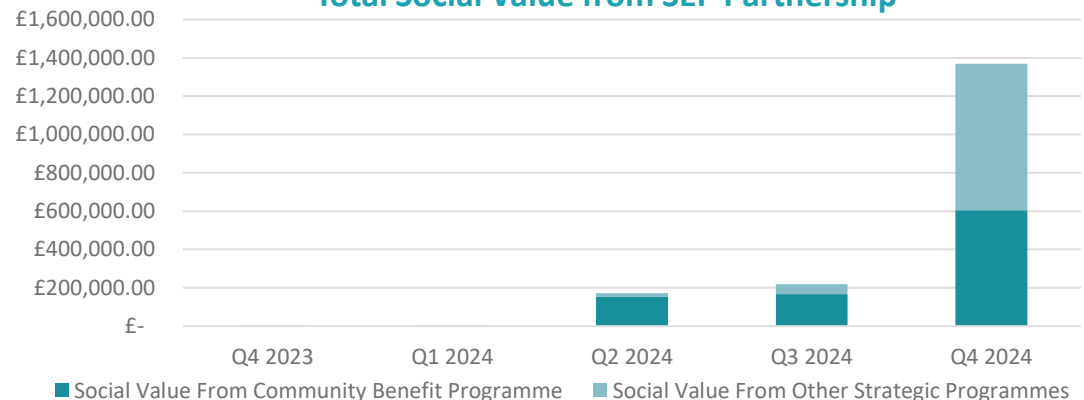
KPI	Current performance
Community Benefit Fund Deployed	£287,884
£ community benefit committed from CBF (TOMS)	£609,543
% of £ deployed to targeted groups	66.6%
% of £ community benefit to targeted groups	29.1%

Apprenticeship opportunities in the local area are being developed, with new apprentices joined E.ON in September 2024. Work has been done with organisations and universities to promote apprenticeships for future years.

Current spend from the Community Benefit Fund is on track, following significant projects being approved. The realisation of social benefit has commenced through the Schools Programme as well as other smaller initiatives delivered. With projects in development these benefits will be realized over time.

The Community Benefit Fund social value as well as social value from the other 6 delivery programmes outlined in the exec summary are highlighted in the graph. **Total Social Value Delivered by SEP is £1.3m.**

Total Social Value from SEP Partnership



Additional benefits to Coventry due to the SEP

Additional activities where the SEP have delivered to engage the community, deliver social impact and raise awareness of the Strategic Energy Partnership with Coventry community and residents.

Strategic Theme	Initiative	Description
Community Benefit	Sustainability Heroes	Launched our Coventry Sustainability Heroes campaign in partnership with Coventry Live and the Coventry Telegraph earlier this year, to find - and celebrate - the remarkable work of local unsung heroes making a positive impact on the city
Community Benefit	Pupil Parliament	Warwick University, local primary school children presenting energy manifestos with a panel Q&A session with SEP team member
Community Benefit	Godiva Festival	E.ON Next sponsorship of Godiva Festival in July 2024 which hosted 69,000 visitors
Community Benefit	Care Leavers Awards	Sponsored the Care Leavers Awards for the last 3 years. Brings partners across the City together and E.ON have shared apprenticeship and career knowledge through this platform
Community Benefit	Careers Fairs	E.ON attended key careers fairs in Coventry including the Job Shop Careers Fair held in September 2024, the Coventry College Green Careers Fair and Severn Trent Careers Fair in November 2024
Community Benefit	Spark a Light	E.ON surveyed 10,000 people across the UK on their attitudes towards sustainable change and opportunities in their local area. We collaborated with John Bernard, Coventry Poet Laureate, to create a poem that brings together the hopes, dreams and wishes of people from across the city that will hopefully 'Spark a Light' and inspire local residents to create a greener future
Community Benefit	Social Value Conference	E.ON & CCC took part in speaking slots and panels at the leading Social Value industry event in October 2024 and E.ON sponsored the Social Value Awards
Community Benefit	Mural	Unveiled 'Our Imagined Future', a striking 32ft mural in the heart of Coventry, inspired by what children imagine a greener future could look like in our cities
Community Benefit	Space Centre Visit	Opportunity for c60 school children from Coventry to visit the Space Centre in Leicestershire following an E.ON event cancellation at the venue

Additional benefits to Coventry due to the SEP

Additional activities where the SEP have supported to showcase the Coventry Partnership as a leader in the UK.

- Raising awareness of SEP
- Educating businesses, communities and residents on net zero
- Raising awareness of renewable energy solution technologies to businesses and residents
- Showcasing Coventry as a living lab to test new innovation

Strategic Theme	Initiative	Description
Clean Local Energy	UKREiiF	Launching Coventry's Investment prospectus at UKREiiF with SEP attendance and partners acting as keynote speakers
Clean Local Energy	Climate Change Board	E.ON representation on the Climate Change Board, as well as with SEP team on the Pathway – Route to Net Zero
Clean Local Energy	Coventry Buses	E.ON Coventry partnership branding on Coventry Buses
Clean Local Energy	Primary Partnership Meeting	E.ON attendance to speak to Head teachers and shared knowledge on Solar for Schools projects
Jobs and skills	E.ON Events	EIS SLT team meetings held at St. Mary's Guildhall in February 2024. 21 FTE over 2 days. EIS Extended Leaders event held at Warwick Uni in September 2024. E.ON UK Leadership Team meeting at MTC in October 2024 for over 100 senior leaders across E.ON UK.
Innovation	MotoFest	E.ON sponsorship of MotoFest 2024. The event brings in £11m to the local economy across the weekend and E.ON chaired an industry round table event

Activity deep-dives

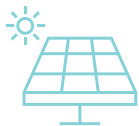
*Details on what we will do,
how and why*

4



Programmes overview

The programmes below have changed from 2024/25 version of the SEP Annual Business plan due to the findings of the Coventry Energy Plan. The technologies and solutions that would drive change are predominantly focused on the following programmes which have now been adopted:



Renewable Generation

Generation of clean local electricity and heat contributing to energy flexibility, security and resilience for the city



Heat Networks

Focused on waste heat recovery including piloting mini district heating networks and approaches to distribute low carbon heat



SME and public sector buildings

To deliver measures for commercial buildings, both public and private sector, to lower carbon and reduce energy costs



Transportation

To support the Council ambition for electric vehicle infrastructure across the city



Residential

Development of an evolving energy solutions offering to all sectors of residents across the city



Innovation and other activity

New pilots and propositions will be developed and tested across the city, as a fundamental role of the SEP



Community Benefit

Supports the commitment to fostering meaningful relationships with local community groups, organisations and participating in environmental, economic and social initiatives in Coventry

Renewable Generation

- ❑ The programme will support the Council's corporate objectives of reducing its carbon footprint by increasing the proportion of renewable energy.
- ❑ The key focus areas for SEP activity will be looking at solar farms, including progressing the current project through to completion, subject to planning and other factors, as well as assessing future potential solar farm sites identified through the Coventry Energy Plan. The development of the power element of Project Genesis will also be progressed, along an extended timescale in line with the rest of the project.
- ❑ Separately, as part of their strategic focus on Coventry, E.ON will be developing commercial opportunities with large businesses in the city to help them decarbonise, thus having an impact for the entire city. Whilst these will be separate to the SEP due to commercial confidentiality, the benefits achieved through these projects can be captured against the carbon saving opportunities identified in the Coventry Energy Plan.



SEP Projects Gateway Progress

1

Gateway aspiration for 2025/26

1

Gateway approved

Solar Farm (First site)

1

2

3

4

5

6

Solar Farm (Second site)

1

2

3

4

5

6

Project Genesis – Power

1

2

3

4

5

6

Impact on Strategic Themes



Clean Local Energy

Additional installed renewable energy capacity in Coventry



Jobs & Skills

New jobs and capabilities in the Sustainability Sector in Coventry



Community Benefit

Improved active travel and focussed support of the site ecology and environment

Renewable Generation

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Solar farm – First site	Approved	Approved	Q2 2025	Q4 2025		

Activity in 25/26: Conditional on the planning applications for the solar farm being approved there will be a mobilisation of the next steps of project activity that will set out to satisfy the planning conditions.

Resource requirements: There is currently a **B2B Project team** within E.ON which will be required to endure to deliver the project, along with support from the **SEP team** within E.ON and the Council for programme management and strategic direction.

Solar farm – Second site	Q1 2026					
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Activity in 25/26: Review of potential future solar farm sites from the data already captured from the Coventry Energy Plan as well as any other insights on potential sites in and around the city to enable Gateway 1 approval for further development in future years.

Resource requirements: Utilising the current E.ON B2B and Council joint Project team members working alongside the current solar farm, along with support from the SEP team within E.ON and the Council.

Project Genesis – Power	Approved	Q3 2025				
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Activity in 25/26:

Resource requirements: Identified workstream leads from within the E.ON business across the different areas of Project Genesis to support the development and feasibility.

Heat Networks

- ❑ The key development opportunity will be for the SEP to work through the heat requirements of Project Genesis to a Gateway 2 position within 2025/26. What these look like will be identified through various joint E.ON and Coventry City Council workshops throughout the first half of 2025 in order to support the definition of these as part of an extended timescale project due to the complexity involved.
- ❑ The SEP will also aim to create a pilot to generate heat through innovative solutions to test a mini heat network approach. This may expand to a further pilot depending on opportunities and findings.
- ❑ Heating opportunities within buildings are captured within the Residential and SME and Public Buildings programmes within the ABP, albeit with crossover in terms of benefits aligned to the Coventry Energy Plan.



SEP Projects Gateway Progress

1

Gateway aspiration for 2025/26

1

Gateway approved

Project Genesis – Heat

1

2

3

4

5

6

Innovative heat pilot 1

1

2

3

4

5

6

Innovative heat pilot 2

1

2

3

4

5

6

Impact on Strategic Themes



Clean Local Energy

Reduced emissions and operating costs



Innovation & Scale

Trial new heat technologies and approaches



Community Benefit

Improved heating of community hubs i.e. libraries and health centres

Heat Networks

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Project Genesis – Heat	Approved	Q3 2025				
<p><i>Activity in 25/26:</i> Resource requirements: Identified workstream leads from within the E.ON business across the different areas of Project Genesis to support the development and feasibility.</p>						
Innovative heat pilot 1	Q3 2025	Q3 2025	Q4 2025	Q1 2026		
<p><i>Activity in 25/26:</i> Create a pilot to generate heat through innovative solutions to test a mini heat network approach Resource requirements: E.ON SEP team will initiate the pilot activity, to then draw on E.ON delivery functions alongside the Council and other city stakeholders.</p>						
Innovative heat pilot 2						
<p><i>Activity in 25/26:</i> No activity currently anticipated in 2025/26, with development potential in 2026-28. This has the potential to support the Council's Net Zero Neighbourhood initiative, dependent on further scoping. Resource requirements: N/A for 2025/26</p>						

SME and Public Sector Buildings

- ❑ The activity will build on work already progressed in the SEP and separately by the Council to deliver measures for public buildings and schools across the city to lower carbon and reduce energy costs. The aim is to complete activity already in progress whilst also developing a proposition for further public buildings which combines different solutions for maximum impact, including solar, heat pumps, building fabric and other measures.
- ❑ Further to this, for Council buildings with tenants or occupied by the Council, under Minimum Energy Efficiency Standard (MEES) requirements there will be obligations for the Council to meet energy performance ratings in these buildings. The SEP is seeking to develop a programme and supporting delivery model to meet these standards as a minimum, enabling the Council to operate these buildings.
- ❑ E.ON will create a proposition for private SMEs within the city to decarbonise the buildings which they operate from. In some cases these may be buildings they lease from the Council which would bring dual benefits to the tenant and the Council, and in other cases the SMEs might own their own buildings or lease them privately.
- ❑ As part of their BAU activities outside of the SEP, the Council will continue to provide SMEs within the city with energy audits to help them identify how they can make their buildings more energy efficient as well as connecting them to opportunities to access funding to install any identified measures.
- ❑ Several aspects of this programme has the potential to support the Council's Net Zero Neighbourhood initiative.



SEP Projects Gateway Progress

1

Gateway aspiration for 2025/26

1

Gateway approved

Building Decarbonisation Phase 2

1

2

3

4

5

6

Schools Heating (PSDS3b)

1

2

3

4

5

6

Public Sector Building Prop

1

2

3

4

5

6

MEES Phase 1

1

2

3

4

5

6

SME Pilot Proposition

1

2

3

4

5

6

Impact on Strategic Themes



Clean Local Energy

Clean local energy production that is utilised across the school portfolio



Innovation & Scale

Key component to the city-wide solar approach



Community Benefit

Education programme for children

SME and Public Sector Buildings

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Building Decarbonisation Ph2	Approved	Approved	Approved	Approved	Q2 2025	Q3 2025

Activity in 25/26: Programme due to complete by March 2025 to no further action in 2025/26. There will be some project close down activities such as lessons learned that the SEP PM team will lead on. There will also be both a Gateway 5 & 6 report due after completion.

Resource Requirements: SEP Programme team to work with ECS & CCC to close the project down after successful installation by March 2025 & also develop the required Gateway documents ready for the relevant CJV board meetings.

Schools Heating	Approved	Approved	Approved	Approved	Q3 2025	Q4 2025
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Activity in 25/26: Deliver heat pumps in the schools against the employer requirements outlined in the contract.

Resource requirements: E.ON delivery team alongside the Council Facilities and Education teams to deliver.

Public Sector Building Prop	Q2 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026
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Activity in 25/26: Development of a solution agnostic proposition for schools and public sector buildings, to be rolled out across schools initially.

Resource requirements: E.ON project delivery teams to work with the Council and E.ON SEP teams to conduct appraisal of buildings to identify optimal solutions. Council Education and onsite school facility / management teams to support the rollout.

MEES Ph1	TBC	TBC	TBC	TBC
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Activity in 25/26: Appraisal of portfolio of buildings, alongside regulatory implications and tenancy obligations from the Council, to identify optimal solutions.

Resource requirements: E.ON delivery team to work with Council Property team to identify requirements, with support from SEP team.

SME Proposition	Q2 2025	Q3 2025	Q3 2025	Q3 2025
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Activity in 25/26: Appraisal of SME building opportunities in the city, to identify where best to target and pilot a proposition.

Resource requirements: E.ON delivery team to work with the SEP team and potential partners to identify opportunities.

Transportation

- ❑ The primary focus of this programme is to support the Council's ambitions for electric vehicle charge points within the city where commercially viable.
- ❑ A key aspect of Project Genesis is expected to be around transportation and the potential to consider fleets and depots which will be developed alongside the extended timescales for the rest of the project. Beyond that, a charging trial for domestic properties to charge EVs on the street could also be looked at as a SEP project.
- ❑ The Council will continue to develop and deliver against its EV Charging Strategy with opportunities to work with the SEP to be identified through collaborative discussions.
- ❑ As part of its wider strategy to create EV charging hubs across the UK, E.ON will identify any opportunities in and around Coventry to develop these outside of the SEP as private arrangements to help improve the offerings to Coventry residents, businesses and visitors. Equally, through BAU activity E.ON will also install private EV chargers including for domestic properties which can also support the delivery of opportunities identified within the Coventry Energy Plan.



SEP Projects Gateway Progress

1

Gateway aspiration for 2025/26

1

Gateway approved

NUS car park EV chargers

1

2

3

4

5

6

Salt Lane EV charger upgrade

1

2

3

4

5

6

Train Station EV charger upgrade

1

2

3

4

5

6

Project Genesis – Transport

1

2

3

4

5

6

On-street EV charging trial

1

2

3

4

5

6

Impact on Strategic Themes



Innovation & Scale

Development of a scalable EV charging strategy and network for the city



Jobs & Skills

Establish a strong local supply chain

Transportation

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
NUS Car Park EV Chargers	Approved	Approved	Approved	Approved	Q1 2025	Q2 2025

Activity in 25/26: Project close down activity and lessons learnt review.

Resource requirements: SEP team to support review with delivery and client teams following charger installations.

Salt Lane EV Charger Upgrade	Approved	Approved	Approved	Approved	Q1 2025	Q2 2025
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Activity in 25/26: Installation and commissioning of replacement chargers. Project close down activity and lessons learnt review.

Resource requirements: EDRI to install and commission chargers with alignment to Coventry Council Comms team. SEP team to support review with delivery and client teams.

Train Station EV Charger Upgrade	Approved	Approved	Approved	Q1 2025	Q1 2025	Q2 2025
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Activity in 25/26: Installation and commissioning of replacement chargers. Project close down activity and lessons learnt review.

Resource requirements: EDRI to install and commission chargers with alignment to Coventry Council Comms team. SEP team to support review with delivery and client teams.

Project Genesis – Transport	Approved	Q3 2025				
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Activity in 25/26: Review of transportation scope items identified through the Project Genesis workshops to develop towards feasibility and potential partnerships if required.

Resource requirements: Identified workstream leads from within the E.ON business across the different areas of Project Genesis to support the development and feasibility.

On-street EV charger trial	Q4 2025	Q4 2025	Q4 2025	Q4 2025		
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Activity in 25/26: Trial an opportunity for properties in the city without private driveways to enable them to benefit from EV ownership.

Resource requirements: E.ON delivery team to lead with support from the SEP team to connect into the right opportunities.

Residential

- ❑ The programme supports the installation of energy efficiency and renewable energy production measures in residential properties across Coventry. This will include the delivery of projects through various funding mechanisms which will be monitored and assessed for their feasibility within the city.
- ❑ The ongoing Affordability Pilot offered by E.ON through the SEP utilising Coventry as a test bed will continue as well as other relevant residential offerings where delivery through the SEP brings wider benefits.
- ❑ There is also expected to be initial stage work with housing associations in the city to help decarbonise social housing. This initial work may also extend to Council-owned temporary accommodation in the city as well as new build developments to improve their efficiency.
- ❑ Whilst E.ON has limited market share of domestic supply and solutions in Coventry, the deliverables against the broad opportunities identified in the Coventry Energy Plan will be dependent on residents. Through BAU activity separate to the SEP, E.ON will continue to develop propositions for residents in order to generate solutions sales within the city to help contribute to wider decarbonisation.
- ❑ Several activities in this programme have the potential to support the Council's Net Zero Neighbourhood initiative.



SEP Projects Gateway Progress

1

Gateway aspiration for 2025/26

1

Gateway approved

HUG2 project

1

2

3

4

5

6

Energy Company Obligation (ECO)

1

2

3

4

5

6

Warm Homes Scheme

1

2

3

4

5

6

Affordability Pilot

1

2

3

4

5

6

Solar PV resident offer

1

2

3

4

5

6

Social Housing Decarbonisation

1

2

3

4

5

6

Impact on Strategic Themes



Clean Local Energy

Residents having reduced exposure to global energy market pressures



Jobs & Skills

Strong local supply chain whilst promoting recruitment of green jobs within Coventry



Community Benefit

Warmer, more energy efficient homes, helping to reduce fuel poverty across Coventry

Residential

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Home Upgrade Grant (HUG)2 project	Approved	Approved	Approved	Approved	Q2 2025	Q3 2025
<p><i>Activity in 25/26:</i> The delivery of the project will be carried out followed by a post-project review.</p> <p><i>Resource requirements:</i> The review will primarily require SEP team availability with some input from the project teams involved from E.ON and the Council.</p>						
ECO	TBC	TBC	TBC	TBC		
<p><i>Activity in 25/26:</i> Discussions in progress on the viability of delivery through the SEP, following previous successful collaboration on resident engagement.</p> <p><i>Resource requirements:</i> TBC</p>						
Warm Homes Scheme	TBC	TBC	TBC	TBC		
<p><i>Activity in 25/26:</i> Dependent on funding decision and availability from WMCA into the Council.</p> <p><i>Resource requirements:</i> TBC</p>						
Affordability Pilot	Approved	Approved	Approved	Approved	Q2 2025	Q3 2025
<p><i>Activity in 25/26:</i> Delivery of further installations in identified properties followed by a review of the success factors from the pilot activity, with potential further funding.</p> <p><i>Resource requirements:</i> Continued delivery through the E.ON delivery teams and engagement back into the Council and SEP team.</p>						
Solar PV resident offer	Approved	Approved	Approved	Approved	Q2 2025	Q3 2025
<p><i>Activity in 25/26:</i> Review of the success factors from the proposition and analysis of potential future opportunities.</p> <p><i>Resource requirements:</i> SEP team working with the E.ON delivery team.</p>						
Social Housing Decarbonisation	Q4 2025	Q1 2026				

Activity in 25/26: Review of the buildings and needs, as well as understanding the commercial business case for delivery for optimal housing solutions.
Resource requirements: E.ON delivery team alongside the Council and partner housing associations, with support from the SEP team.

Innovation and other activity

- ❑ The development of an innovation and propositions pipeline will progress to be incorporated into the other programme areas where they align, but with some captured as separately as part of the SEP innovation fund.
- ❑ Innovation and Pilot activities will include the affordability trial with the possibility for an extension. A targeted thermal heat loss pilot, heat propositions including residential low carbon heat pilots using alternative technologies. Energy as a Service and bundled solutions.
- ❑ Data, digital and connectivity will be a key enabler and theme across energy propositions.
- ❑ Work is also expected to continue to build on the success of new connections carried out, to create a streamlined SEP-specific process for fast-paced delivery when opportunities arise. Although these are requested sporadically, having a process to respond to them quickly is a good opportunity for the SEP.
- ❑ There is an opportunity as part of the SEP to help secure a gas supply agreement that benefits the Council and reduce the financial uncertainty associated with the wider energy markets.



SEP Projects Gateway Progress

1

Gateway aspiration for 2025/26

1

Gateway approved

Kestrix pilot

1

2

3

4

5

6

Zero Emission Boilers pilot

1

2

3

4

5

6

Council Gas Supply

1

2

3

4

5

6

New connection opportunities

1

2

3

4

5

6

Impact on Strategic Themes



Clean Local Energy

New pilot propositions to encourage green innovation across the city



Innovation & Scale

Pilots to trial innovation projects in the city



Community Benefit

Community Benefit delivery through projects

Innovation and other activity

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Kestrix Pilot	Approved	Approved	Approved	Approved	Q4 2025	Q1 2026
<p><i>Activity in 25/26:</i> Commencement of drone scanning for 6250 properties in two areas of Coventry. Following this will be a review of the findings of the pilot and any follow-up activity through the Gateway 5 and 6 review. This activity will support the Council's Net Zero Neighbourhood initiative</p> <p>Resource requirements: SEP Innovation and Props team, with support from the Council and E.ON leads as well as the delivery partner, Kestrix.</p>						
Zero Emission Boilers Trial	Q1 2025	Q1 2025	Q1 2025	Q1 2025	Q3 2025	Q4 2025
<p><i>Activity in 25/26:</i> Identification of suitable properties and engagement with those to enable delivery. Review of the outcomes of the trial and critical success factors identified.</p> <p>Resource requirements: SEP Innovation and Props team, with E.ON delivery leads and potential partnerships if required for delivery into properties.</p>						
Council Gas Supply	Approved	Q2 2025	Q3 2025			
<p><i>Activity in 25/26:</i> Following a proposal in early 2025 then a Gateway 2 will be developed to allow exclusivity. Once the proposal is finalised the project will progress to Gateway 4 relatively quickly. The main bulk of activity will be the legal work behind the agreement - it is expected that contracted terms will broadly follow the new electricity supply contract that was signed in 2024.</p> <p>Resource requirements: SEP programme team to oversee the proposal submission including areas such as social value & subsequent agreement meetings toward the signing of the contracts ahead of the new supply date in 2027.</p>						
New Connection Opportunities	N/A	N/A	N/A	N/A	N/A	N/A
<p><i>Activity in 25/26:</i> Development of a streamlined process for Council new electrical connections to progress quickly through the SEP. These will be reactive to Council requirements with an advance view of opportunities challenging to create.</p> <p>Resource requirements: Initiated by the SEP Programme team with support required from E.ON's Lighting and Grid delivery team and the Council client team.</p>						

Community Benefit

- ❑ This programme supports the commitment to fostering meaningful relationships with local community groups, organisations and participating in environmental, economic and social initiatives in Coventry.
- ❑ The Community Benefit fund is separate to the technical programmes and its focus is wholly on creating benefits for communities in Coventry. The SEP projects focus in Social Value will be delivering against the Community Benefit Fund which will aim to deliver a variety of projects which meet the different social value strategic aims.
- ❑ In addition to the projects delivered utilising the Community Benefit fund, social value will be delivered through technical projects as approved through the CJV Board. Other activities such as Cornerstone utilising Enterprise Advisors in the city and involvement in Coventry Careers Fairs will deliver social value returns for the city but not require any drawdown from the community benefit fund.



SEP Projects Gateway Progress

1

Gateway aspiration for 2025/26

1

Gateway approved

Care Leaver Work placement	1	2	3	4	5	6
Coventry Grows	1	2	3	4	5	6
Biodiversity	1	2	3	4	5	6
Books	1	2	3	4	5	6
Highly Sprung	1	2	3	4	5	6
Schools Programme Rollout	1	2	3	4	5	6
Retrofit training programme	1	2	3	4	5	6
Community Centre Retrofit	1	2	3	4	5	6

Impact on Strategic Themes



Jobs & Skills

New Apprenticeships in the Sustainability Sector in Coventry.



Community Benefit

Utilise annual community benefit fund to deliver projects

Community Benefit

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Care Leavers Work Placements	Approved	Approved	Approved	Q2 2025	Q4 2025	Q1 2026
<p><i>Activity in 25/26:</i> 2 week work placement opportunity at E.ON for up to 20 Care Leavers, complete with multiple opportunities in operational and office-based work, CV workshops, mock interviews, 2 day trip to training academy in Kingswinford, work placement awards ceremony and ongoing mentoring support after placement.</p> <p><i>Resource requirements:</i> SEP team, Strategic Lead, Net Zero Academy team, looked after children, social workers support for overnight stay and wider E.ON support for placements.</p>						
Coventry Grows	Approved	Approved	Approved	Approved	Q3 2025	Q1 2026
<p><i>Activity in 25/26:</i> Delivery of community growing project. This contributes to the Council's Net Zero Neighbourhood initiative.</p> <p><i>Resource requirements:</i> SVF spend to be paid to CCC, Grapevine community facilitator.</p>						
Biodiversity	Approved	Approved	Approved	Approved	Q4 2025	
<p><i>Activity in 25/26:</i> Programme to support biodiversity growth in the city, supporting existing work, community initiatives and developing new projects across the city.</p> <p><i>Resource requirements:</i> SEP team, Council Wildlife and Woodland team, Treetly team.</p>						
Books	Approved	Approved	Approved	Approved	Q3 2025	Q1 2026
<p><i>Activity in 25/26:</i> Working with local author and illustrator to rollout two new books to all schools in city, set up series of volunteer reading sessions, facilitate business mentoring sessions and workshops in community.</p> <p><i>Resource requirements:</i> SEP team, CCC Schools and Education Team.</p>						
Highly Sprung	Approved	Approved	Approved	Approved	Q1 2025	Q12025
<p><i>Activity in 25/26:</i> Gateway 5 and 6 approval of event and benefits realisation.</p> <p><i>Resource requirements:</i> SEP Team.</p>						

Community Benefit

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Schools Programme Rollout	Q1 2025	Q2 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026
<p><i>Activity in 25/26:</i> Rollout of schools educational offering as part of multi solution schools approach, drawing down from the social value fund as required to ensure equitable offering to all schools in the city.</p> <p><i>Resource requirements:</i> SEP Team, Educational Training Partner.</p>						
Retrofit Training Programme	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q3 2026	Q3 2026
<p><i>Activity in 25/26:</i> Retrofit adviser training programme to be developed and NEET volunteers enrolled as part of city retrofit programme of works. Volunteers to shadow works in city for experience and free qualification provided by SEP.</p> <p><i>Resource requirements:</i> SEP Team, GFS, Retrofit Academy.</p>						
Community Centre Retrofit	Q1 2025	Q2 2025	Q2 2025	Q3 2025	Q4 2025	Q4 2025
<p><i>Activity in 25/26:</i> Adoption of community centre approach to social value, including solutions, volunteering, advice, mentoring, and awareness of other SEP social value initiatives e.g. Coventry Grows and Retrofit Training Programme.</p> <p><i>Resource requirements:</i> SEP Team, E.ON Volunteers, GFS, Commercial Services Volunteering group, CCC Community Team.</p>						

Key risks and mitigations

5



Key Partnership Risks, Mitigations & Outcomes (1/2)

Status column is to summarise the risk at a moment of ABP release

Risk	Type	Description	Mitigation	Status
Funding Availability	Financial	Reduction to government or commercial funding for net zero schemes (e.g. due to budget cuts, financial crisis, global volatility)	<ul style="list-style-type: none"> Review viable funding options with Council (e.g. equity, debt, 3rd party) with close ties to WMCA funding approach. Create monitoring process and a roadmap of funding for net zero schemes. 	Open – under review Ongoing mitigation
Macro-economics	Financial	Challenges impacting all solution types as well as hurdle rates for capital investment projects	<ul style="list-style-type: none"> Regular review of the Project Acceptance Criteria (PAC) and specific project investment by Programme Leads and Finance Leads. Develop the Project Portfolio based on experience of the SEP teams for the ABP and SBP. 	Open – under review Ongoing mitigation
Conflicting Historic Planning Policy	Operational	Increased difficulty to deliver projects due to conflicting or historic policies	<ul style="list-style-type: none"> Identify constraints or issues that existing planning policy could impose on schemes offering benefits to Coventry and its residents. Collaborate with the Council to identify potential policy solutions. 	Open – under review Ongoing mitigation
Global Supply Chain Challenges	Operational	Reduced ability to source materials and core infrastructure either resulting in a delay to the delivery of a project, and therefore delayed returns, or inflated pricing	<ul style="list-style-type: none"> Enable visibility of the potential supply chain requirements over the mid-term. Align needs with local and Global supply chain teams to ensure the optimum economic outcome is achieved. In some cases may also include strategically delaying a project to ensure that the CJV is able to secure economic efficiencies and value for money. 	Open – risk not live

NB: Project risks to be picked up through project governance processes

Key Partnership Risks, Mitigations & Outcomes (2/2)

Risk	Type	Description	Mitigation	Status
Resource Availability	Operational	Not enough skilled personnel and / or funding for resources, available throughout the project	<ul style="list-style-type: none"> Regular resource planning and allocation, along with continuous monitoring of resource usage, will help in proactively identifying and addressing any resource constraints. Dedicated SEP Team (both E.ON and CCC). 	Open – under review Ongoing mitigation
Stakeholder Alignment	Operational	Lack of shared understanding of the SEP and its projects' objectives and outcomes	<ul style="list-style-type: none"> Establishing clear communication channels, involving stakeholders in decision-making processes, and regularly updating them on projects. Conducting workshops/meetings to address concerns and gathering feedback will foster collaboration and buy-in from stakeholders. 	Open – under review Ongoing mitigation
Schedules & Costs	Operational	Changes in project requirements/ scope as well as unforeseen expenses or inaccurate estimates can lead to delays and increased costs	<ul style="list-style-type: none"> Implementing a change management process, incl. procedures for approving and documenting changes. Regular progress reviews and proactive risk management. Transparent communication with stakeholders about any changes. Developing detailed and accurate cost estimates, along with contingencies for unexpected expenses. Regular budget reviews and financial reporting. 	Open – under review Ongoing mitigation
Regulatory & Compliance	Legal	Changes in regulations or non-compliance with existing regulations	<ul style="list-style-type: none"> Monitoring of the regulatory environment and conducting compliance audits. Ensuring that project teams are trained in relevant regulations and adopting best practices for compliance. 	Open – risk not live

NB: Project risks to be picked up through project governance processes

Devolution of funding summary

The recent Devolution White Paper (published December 2024) highlights Government ambitions to devolve more powers to Strategic Authorities. Coventry is part of West Midlands Combined Authority (WMCA, the Strategic Authority in the region), and the Council and key stakeholders play an active role representing the city's interests on a regional level. Devolution of funding to West Midlands Combined Authority is becoming an increasingly important funding source for decarbonisation projects in Coventry. The 2023 Trailblazer Deeper Devolution Deal has led to the development of the WMCA Integrated Settlement which will devolve funding for a number of strategic pillars, ranging from transport, jobs and skills, housing, and includes capital funding for retrofit projects from FY 25/26 to 27/28.

The 'Retrofit Pillar pilot' will provide grant funding for private homes, social housing and the public sector estate, and include funding sources that Coventry would have traditionally had to bid for in a national pot such as Social Housing Decarbonisation Fund and Public Sector Decarbonisation Scheme. The likely level of funding available in the short-medium term is likely to remain constrained and not provide large-scale funding opportunities for SEP priorities. However, the advantages of the new arrangement provide more flexibility, which will hopefully lead to removal of some of the barriers previously experienced around eligibility and funding criteria to enable more projects to be delivered on the ground. In the medium-long term it also provides a route for Government to channel additional funding into retrofit in the region dependent on policy priorities and fiscal constraints.

The SEP provides Coventry with a unique and agile delivery route for Coventry to be able to take forward WMCA-funded projects, therefore will play an important role in the delivery of SEP priorities.

*Partnership
operational
overview*

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Introduction to the Organisational Summary

We have created a **leadership** and **management structure** that will be fully accountable for the delivery of the partnership objectives, both strategically and operationally. The **CJV Board** is specifically designed to integrate with the Council's dedicated roles and promote a culture of collaboration and partnership working ensuring the achievement of outcomes and the monitoring, measurement, and assessment of performance to drive continuous improvement. We have committed a permanent partnership team who will work on a project-by project basis. The **operational team** will work with focus and pace and have an eye on the horizon with specific external focus on partnerships, innovation, and social value.

Partnership Costs

Both E.ON and the Council are fully committed to the success of the partnership and will allocate skilled resources across the project value chain, covering origination, development, design, build, and operation. **The cost of these resources will not be an additional expense for the partnership**, except for specific project-related costs that require external recruitment.

E.ON **will not recharge any overhead costs** associated with the E.ON SEP Team from any project in the first 5 years of the SEP. From year six, the Team costs will be capable of being recovered from the CJV Portfolio returns*.

Organisational structure on
following page

*reference partnership agreement documentation for
information on management of overhead costs

Level 1
CJV Steering

E.ON UK Board

CCC Full Council

Council Steering Group

Equal
representation on
CJV board for
Council and E.ON

Level 2
CJV Board

CJV Board

Level 3
Operational
Team
Leadership

E.ON Programme Lead

Council Programme Lead

Operational Team

Operational Team

Partnerships
Lead

Transformation &
Change Lead

Innovation &
Propositions
Lead

Solution
Strategy &
Coordination
Lead

Social Value
& Reporting
Lead

Finance Lead

Programme
Manager

Funding and
Innovation
Manager

Solution
Coordination
Manager

Social Value
Manager

Legal Lead

Programme
Manager

Comms Lead

Commercial
Lead

Programme Manager

Finance Officer


Project Lead


Level 4
Operational
Teams

Joint Working Space

SEP E.ON Operational Team

Role	Summary of Role & Responsibilities	FTE
Programme Lead	Responsible for leading the Strategic Energy Partnership programme on behalf of E.ON, as well as the strategy and business planning process to ensure that Strategic and Annual Business Plans are agreed and implemented, and that objectives and outcomes are achieved. The Programme Lead provides the primary interface between the CJV Board and E.ON's partnership team and acts as the main interface with E.ON.	
Partnerships Lead	Responsible for the development of external partnerships and commercial opportunities, working with external organisations locally, nationally and internationally.	
Transformation and Change Lead	Responsible for leading the E.ON programme team, planning and overseeing the partnership's delivery programme with a strong focus on future change plans and ways of working	
Programme Manager	Responsible for day-to-day programme delivery activities, including coordinating internal project plans and reporting, as well as supporting the Transformation and Change Lead	
Social Value Lead and Manager	Responsible for leading the development and delivery of the Social Value Programme and associated reporting, while also embedding social value in Coventry through a strategic outcomes-focused plan	
Innovation and Propositions Lead	Responsible for innovation and proposition development for the partnership, as well as innovative approaches that meet the needs of city residents and businesses to deliver low carbon, sustainable and resilient solutions	
Funding and Innovation Manager	Responsible for operational support of Innovation and Proposition Lead with focus on project funding	
Solution Strategy & Coordination Lead	Responsible for the development and feasibility of new and existing low carbon technologies and oversight and coordination of project delivery within the operational business. The Service and Product Delivery Lead is also responsible for coordinating project resources and leading on strategy	
Solution Coordination Manager	Responsible for operational support of Solution Strategy & Coordination Lead	
Finance Lead	Responsible for day-to-day financial planning in line with the Strategic and Annual Business Planning processes, as well as tracking costs and project finances. The Finance Lead feeds into and builds on other workstream activities	
Commercial Lead	Responsible for developing and evaluating business cases and identifying projects that will deliver the overall strategy while generating revenue for partnership and the Council	
Communications Lead	Responsible for the coordination of communications and engagement activity for the SEP within E.ON and working alongside Council colleagues to deliver against the communications and engagement plan	
Legal Lead	E.ON senior legal counsel	

1  Full-time in the partnership

0.5  Part-time in the partnership

Note: Within the operational team of the partnership, Full Time Equivalent (FTE) ensures the dedicated commitment of professionals to the success and seamless operation of the collaboration

Total Headcount:


15


Total FTE:

13

SEP CCC Operational Team

Role	Summary of Role & Responsibilities	FTE
Programme Lead	The Council Programme Lead provides the primary interface between the E.ON team and the Council team. Responsible for leading the Council Strategic Energy Partnership team, overseeing partnership development and ensuring delivery of the partnership aims, objectives and projects including the Strategic and Annual Business Planning and outcomes contained within these.	
Programme Manager	The Council Programme Manager provide programme planning, support and delivery to ensure the partnership aims and objectives are met. A key interface with E.ON programme team. Supporting the Council Programme Lead and deputising as appropriate.	
Finance Officer	The Council Finance Lead is responsible for financial planning and monitoring in line with the partnership aims and objectives and the Strategic and Annual Business Plans, cost tracking and project finance, working with wider programme team to track activity.	
Project Lead	The Council Project Lead oversees project delivery of the partnership, providing the main interface between project teams in E.ON and the Council, monitoring progress and working with Programme Lead and Programme Manager to ensure delivery of partnership aims and objectives.	
Climate Change Lead	Responsible for ensuring compatibility of the partnership plans and objectives with the broader Climate Change Strategy, encouraging and supporting projects to this end. Accountable for internal Council governance compliance and approvals	
Legal and Compliance Direction	Responsible for partnership and project legal matters, supporting on the delivery of contract and governance compliance matters	
Commercial Direction	Responsible for supporting the financial and commercial aspects of projects and of the partnership	

1  Full-time in the partnership

0.5  Part-time in the partnership

Note: Within the operational team of the partnership, Full Time Equivalent (FTE) ensures the dedicated commitment of professionals to the success and seamless operation of the collaboration

Total Headcount: 7
Total FTE: 3.5

Operational information



Locations

Joint working space

One Friargate, Station Square, Coventry
CV1 2FL, UK

Coventry City Council

Coventry City Council, PO Box 7097,
Coventry, CV6 9SL

E.ON UK plc

Westwood Business Park, Westwood
Way, Coventry, CV4 8LG, UK



Contact

E.ON

tomorrowscities@eonenergy.com

Coventry City Council

strategicenergypartnership@coventry.gov.uk



Board meetings

Duration

120 minutes

Frequency

Once a month on average

CJV Board meetings 2025

- January 30th, 2025
- February 27th, 2025
- March 27th, 2025
- April 24th, 2025
- May 29th, 2025

Meeting attendees

- **CJV Board Constitution:** 6 Council, 6 E.ON
- **Standing CJV Board meeting:** Council Programme Lead, E.ON Programme Lead, Transformation and Change Programme Manager
- **Flexible CJV Board meeting:** As required
- **Quorum:** 2 Council, 2 E.ON

Glossary

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Acronyms & Glossary

ABP	Annual Business Plan
BAU	Business As Usual
(B)EV	(Battery) Electric Vehicle
BESS	Battery energy storage solutions
CAGR	Compound annual growth rate
CAPEX	Capital expenditures
CBF	Community Benefit Fund
CCC	Coventry City Council
CDP	A globally recognised charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts
CJV	Contractual Joint Venture
Community Benefit / Social Value	The social impact and benefits that a business/project provides to society ensuring tangible, meaningful and real place-based benefits within communities.

DEVEX	Development spend, spent in assessing projects
E.ON	E.ON UK plc
EBIT	Earnings Before Interest, Taxes
ECS	E.ON Control Solutions
ED&I	Equality, Diversity and Inclusion
EIS	Energy Infrastructure Solutions (E.ON)
EPC	Energy Performance Certificate
ESG	Environmental, Social and Governance
FTE	Full-time equivalent/employee
LSOAs	Lower layer Super Output Areas
MEES	Minimum Energy Efficiency Standards
MTP	Medium-term plan
MW	Megawatt (measure of power)
MWh	Megawatt-hour (measure of power consumption/usage)
NPV	Net Present Value

OPEX	Operating expense
PAC	Project Acceptance Criteria
PHEV	Plug-In Hybrid Electric Vehicle
PSDS	Public Sector Decarbonisation Scheme
RIBA	Royal Institute of British Architects
ROCE	Return on Capital Employed
R&M	Council Repair and Maintenance team
SBP	Strategic Business Plan
SEP	Strategic Energy Partnership
SLT	Senior Leadership Team
SME	Small Medium Enterprise
SROI	Social Return on Investment
TCV	Total Contract Value
TOMs	Themes, Outcomes and Measures
V2G	Vehicle to Grid



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Strategic Energy Partner

COVENTRY TRANSPORT MUSEUM