

Annual Business Plan 2026-2027



Coventry City Council



e.on

Strategic Energy Partner



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Welcome to our 2026-2027 Annual Business Plan

Powering Coventry's future together

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

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

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

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

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

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

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

SEP 2026-2027 Strategic Goals

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



Renewable Generation



Heat Networks



Hillfields



Residential



Transportation



Innovation & other activity

SME & Public Sector
Buildings

Community Benefit

The key outputs the SEP intends to deliver are:

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

ABP Facts & Figures: April 2025- March 2026

Table I – Partnership Spend & Investment (£m)

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

Table II – Project overview

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

Table III – Highlights

27 Months of the Partnership

£1.4m Social benefit committed

2 Awards Won

153 Gateway approvals

16.5 FTE to deliver for the SEP

1700 School children inspired

19 Projects in the Pipeline

27 project contracts signed

ABP Facts & Figures: April 2026 - March 2027

Background

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

Table I – Partnership Spend & Investment (£m)

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

Table II – Strategic Outcomes

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

Table III – Project overview

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

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

ABP Financial and Delivery Insights

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

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

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

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

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

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

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Introduction

What the SEP and ABP are

1



Introduction to the Annual Business Plan

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

Mission & Values

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

► Our Overarching Mission

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

► Our Values

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



Putting Coventry First

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



Behaving Purposefully

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



Working Better Together

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



Delivering on our Promises

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



Exploring New Paths

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

Mission of our Strategic Energy Partnership

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



Strategic Themes and Outcomes

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

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



Jobs & Skills

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



Innovation & Scale

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



Community Benefit

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



Clean Local Energy

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

Performance Indicators for 2026-27

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

Community Benefit



KPI

Community Benefit Fund Deployed: £400,000

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

20 % of £ deployed to targeted groups

10% of £ community benefit to targeted groups

Jobs and Skills



KPI

5 Jobs created in Coventry by SEP and Supply Chain

Apprenticeships created by SEP: 7

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

Innovation & Scale



KPI

Number of pilot energy projects initiated: 3

Number of new technologies trialled in Coventry: 1

Number of public & private chargers deployed: 50

kWh of energy optimisation: 0

Clean Local Energy



KPI

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

Energy demand reduction through energy efficiency measures

CO2 avoided (Forecast for completed installations: 548tCO2e)

Number of homes retrofitted: 219

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

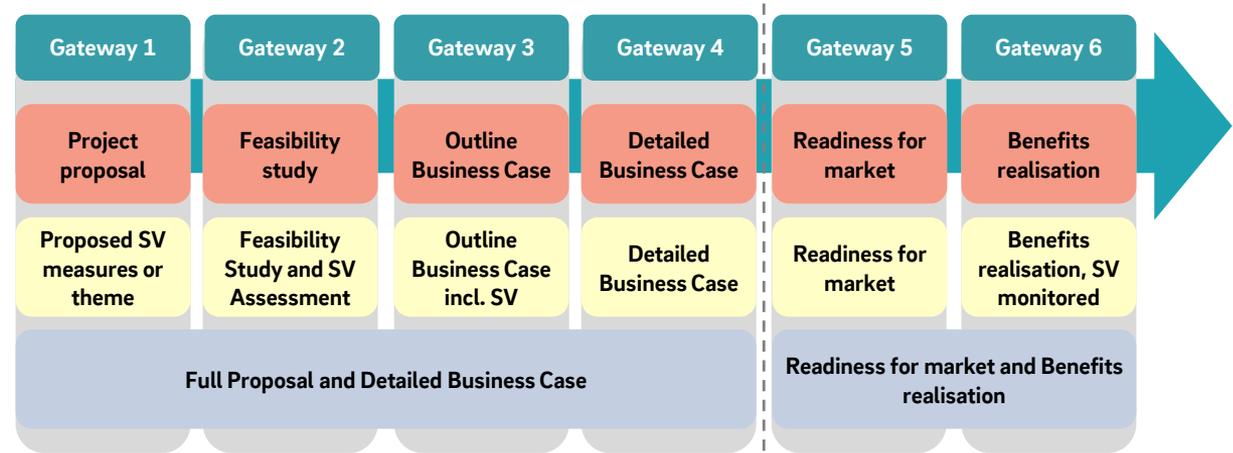
Activity Selection & Delivery

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

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

Six-step Gateway Process

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



Final Investment
Decision



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

B Project Acceptance Criteria

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

Retrospective

How we did last year

2



Strategic Energy Partnership achievements in Year 2

Highlights

27 Months of the Partnership

£1.4m Social benefit committed

2 Awards Won

153 Gateway approvals

16.5 FTE to deliver for the SEP

1700 School children inspired

19 Projects in the Pipeline

27 project contracts signed

- **Community Centre**
 Programme started to work with local community centres to improve building and support existing services.
 - **Home Upgrade Grant 2**
 Delivery of funding for energy efficiency measures in low-income & fuel-poor households
 - **Solar Farm**
 Significant progress made with a planning application submitted in September. Planning approval from CCC 18/12/25 RBC decision Jan 2026.
 - **Affordability Pilot**
 Award winning project providing solutions to support Coventry customers in energy debt
 - **Council building decarbonisation**
 Retrofit of four Council buildings utilising PSDS funding including solar PV, ASHP, insulation and BEMS.
 - **Care Leavers**
 Supported young people in the city with career advice, employability workshops mentoring and 4 week work placements
 - **City Heat**
 Commenced a significant project in the city which looks at improving local, low-carbon heat for residents
 - **Biodiversity initiative**
 Grant application submitted to plant 8,000 as new woodland site.
 - **Mayoral Fund**
 Funded through the Mayoral Renewables Fund, the design and installation of 755kwp of solar across Sidney Stringer School and Coventry College
 - **Schools heating**
 Installed air source heat pumps to decarbonise 2 schools in Coventry via PSDS funding
 - **Kestrix**
 Award winning use of drone technology to capture thermal imaging of properties in Hillfields
 - **Coventry Grows**
 Community Garden programme extended to 4 total sites for new growing facilities, tools, seeds and training.
- Delivered ● Approved ● In progress ● Innovation ● Social Value

Cumulative KPI performance

Clean Local Energy

Cumulative all projects

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

Jobs and Skills

Cumulative all projects

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

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

Innovation & Scale

Cumulative all projects

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

Community Benefit Programme

Cumulative all Community Benefit Programme projects

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

Hillfields Place Based Programme

3

Hillfields Place-Based Programme

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

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

Hillfields has unique characteristics which provide a real opportunity for a place-based approach:

- Over 42% households in fuel poverty
- Mix of tenure and generally inefficient building stock
- Over 20 Community groups and over 100 languages spoken
- 3rd lowest green space coverage per head out of the 18 Coventry wards
- Poorer than average air quality
- High levels of traffic and congestion



Benefits of Place Based Programmes

Fair Transition

A focus on community involvement which builds trust and buy-in from residents and businesses. This will lead to more equitable projects aligned with community priorities, which provide affordable warmth and help tackle fuel poverty.

Local Economic Development

Creation of local jobs and green investment, stimulating the local supply chain and leading to opportunities for apprenticeships and upskilling.

Cost Efficiency

Reduced costs for projects by reducing duplication and ensuring a more joined up approach locally.

Innovation

Ability to be used as a test-bed for innovation, which can be scaled where proven.

Community Benefit & Tailored Solutions

Potential for unique solutions that could deliver far greater co-benefits and social value than individual projects or generic solutions.

How is the SEP Maximizing Place-based Opportunity

SEP is maximising the opportunity in Hillfields with several projects in delivery (below) as well as a number of other projects in development.

Residential energy efficiency

Delivery of residential retrofit projects in Hillfields to improve the energy efficiency of low-income homes in the city. This will help to reduce fuel poverty, reduce household bills and improve the health and wellbeing of residents via installation of insulation, solar PV and low carbon heating.

Renewable Energy

SEP are delivering rooftop solar panels on Sidney Stringer School and Coventry College, within Hillfields. This increases local clean energy and flexibility, saving around £90,000 in energy bills, and enabling future connections to the city's district energy network (Heatline) which will mean no more gas needs to be burnt to heat those buildings.

Affordability Trial

A pilot project which supports residents in perpetual fuel debt to improve energy efficiency and permanently lower energy bills for an improved quality of life in their homes. Eligible customers are offered a comprehensive package of support to resolve existing energy debt while tackling some of the root causes of their high energy use. They could benefit from improved home insulation, more efficient white goods, green home solutions, plus a battery and time-of-use tariff to optimise off peak energy savings. Average savings in the first phase were approx. £250 / year.

Kestrix

Recognising the need to scale up retrofit, this pilot deployed drones equipped with thermal imaging cameras to scan over 4,000 homes in Hillfields. The drones capture high-resolution thermal data from 50 metres above ground, generating 3D images which could lead to better targeting of investment and improved engagement with residents. This will lead to better prioritisation of resources and ultimately help to tackle fuel poverty.

How is the SEP Maximizing Place-based Opportunity

Fairer Warmth Platform

The Fairer Warmth Platform, which will initially be piloted in Hillfields, aims to connect households with organisations to promote energy efficiency, affordability, and a fair energy future for everyone. Fairer Warmth offers a user-friendly mobile application that provides personalised energy-saving plans to reduce energy bills, impartial advice on energy efficiency and access to grant and support services in the area. This will help to identify and prioritise support for households and energy consumers using their data.

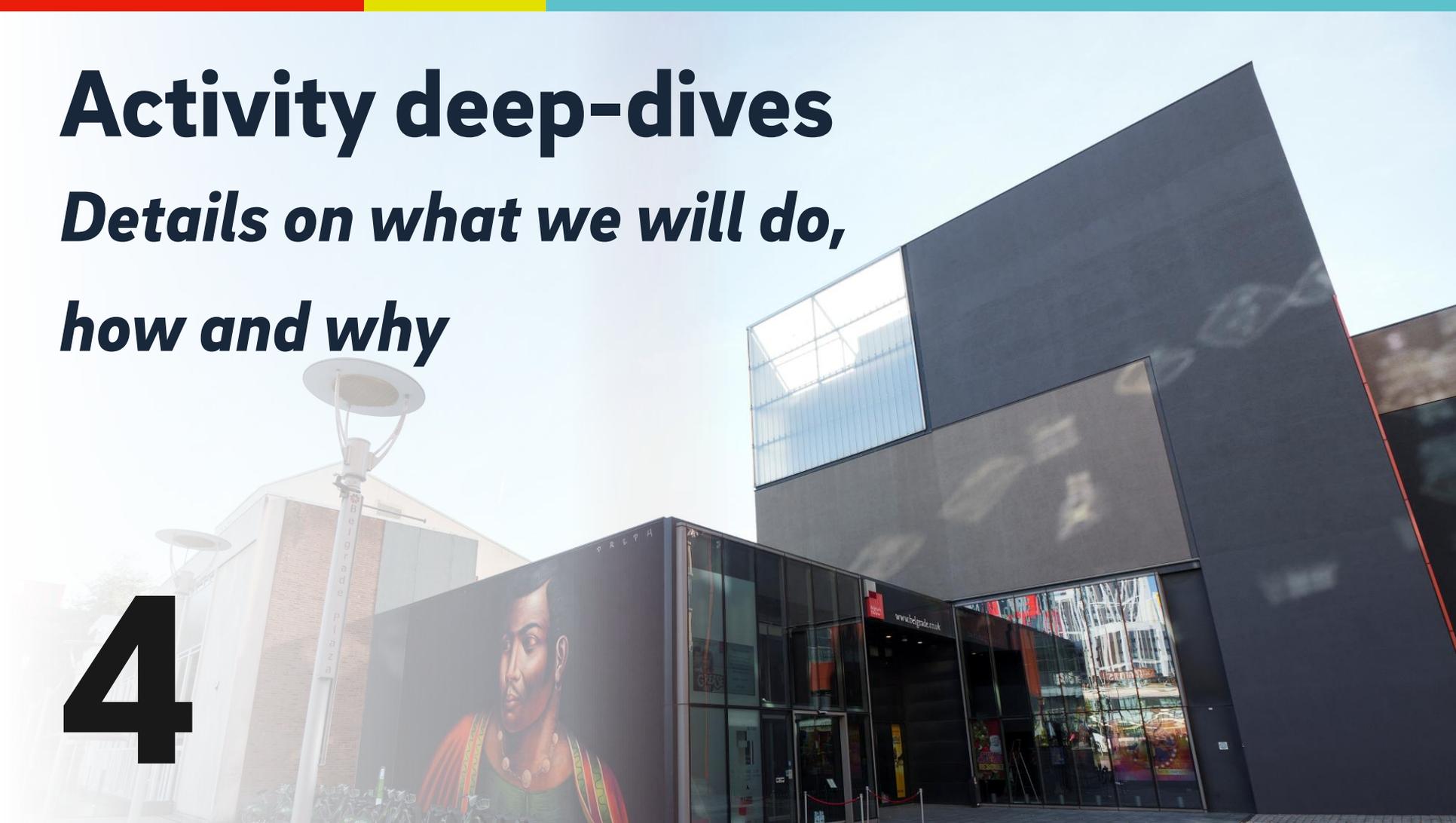
Coventry Grows

Coventry Grows is a community growing programme in green deprived communities, which provides training, equipment and seeds to create new community gardens. This helps access to green spaces, bringing communities closer together and improving health and wellbeing of Hillfields residents.

Activity deep-dives

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

4



Programmes Overview



Renewable Generation

Creation of clean local electricity contributing to energy flexibility, security & resilience for Coventry



Heat Networks

Focused on developing approaches to distribute low-carbon heat into existing and new heat networks



SME and Public Sector buildings

To deliver an array of measures for commercial buildings, both public and private sector, to lower emissions and reduce energy costs



Transportation

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



Residential

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



Innovation and other activity

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



Hillfields

Spatial focus as part of a place-based approach in the Council's Hillfields Neighbourhood Improvement Programme



Community Benefit

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

The technologies and solutions that will shape this transformation are centred on a set of carefully adopted programmes, outlined below:

Renewable Generation

This programme is designed to cater to a local generation emphasis through the following pathways whilst supporting the Council's corporate objectives of prioritising clean energy adoption.

- Roof-top Solar (RTS)

For example: Solar in Schools, and other projects expanded further in the [SME & Public Sector Buildings](#) programme.

- Ground-mount Solar (GMS)

To protect residents against changing global market trends, the SEP will focus on solar farm development to strengthen Coventry's energy security and resilience—progressing the current project through to completion, subject to planning approvals – while evaluating future clean energy sites identified in the Coventry Energy Plan.

As part of their considered focus on Coventry, E.ON will be developing commercial opportunities with large businesses in the city to help them decarbonise, thus having an impact for the entire city. Whilst these will be separate to the SEP due to commercial confidentiality, the benefits achieved through these projects can be captured against the carbon saving opportunities identified in the Coventry Energy Plan.



SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

Lenton's Lane Solar Farm

1

2

3

4

5

6

Solar Farm (Second site)

1

2

3

4

5

6

Roof-top Solar on Council Buildings

1

2

3

4

5

6

Impact on Strategic Themes



Clean Local Energy

Additional installed clean energy capacity in Coventry



Jobs & Skills

New jobs and skill development in the Sustainability Sector in Coventry



Community Benefit

Cleaner air, improved well-being, green-skills and better quality of life for residents

Ground Mount Solar

Benefits Expanded



Our solar projects provide residents with cleaner, locally generated energy that helps stabilise electricity bills and reduce reliance on volatile global markets.

They also improve energy resilience as they'd be Coventry-specific infrastructure, contribute to a healthier environment by reducing emissions, and create opportunities for local jobs and skills development—strengthening Coventry's economy and community well-being.

SOCIAL VALUE

- **In Coventry, For Coventry:** Boosts the local economy by prioritising local businesses for supporting infrastructure development, creating opportunities for businesses to contribute to large-scale projects.
- **Jobs & Skills:** generate employment and green skills development, supporting Coventry's workforce and future talent pipeline.

RESIDENT BENEFIT

- **Enhances resilience** and ensures stable energy costs, protecting households from price shocks.
- **Local generation and flexibility** enhances energy independence and self-reliance in the city.
- **Improves air quality** and promotes health and well-being by producing clean energy.
- **Wider benefits through a community fund** for local communities demonstrating social commitment.

Coventry Energy Plan • Facts & Figures



Source: Coventry Energy Plan, 2024

- Energy security, ensuring residents are protected against market fluctuations, providing them with stable bills through Power Purchase Agreements/private wire, and a funding source that will be reinvested into Coventry and its communities are some key reasons to invest in ground-mount solar. Solar ground mount sites are using a proven technology, with tested commercial models.
- Even under the CEP's maximum high ambition, only 9% of the city's clean energy comes from solar.
- Local clean electricity generation – solar ground mount sites are the most effective form of renewable generation, given the limitations of onshore wind in the region from poor wind speeds.

Renewable Generation

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Solar farm – First site	Approved	Approved	Q1 2026	Q2 2026		

Achieved Activity in 25/26: All works completed for planning application submission in Sept 2025 ahead approval for scheme at CCC planning committee on December 18th 2025.

Planned Activity in 26/27: Conditional on the planning applications for the solar farm being approved, finalised negotiation with the tenant farmer, contracts negotiated and signed between CCC & E.ON for land lease & Construction to begin.

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

Solar farm – Second site	Approved	Q1 2026				
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Achieved Activity in 25/26: Potential second site identified through a high level review of potential sites.

Planned Activity in 26/27: High level feasibility activities to be carried out ahead of any decision on overall site suitability. If site is deemed to be suitable then high level design activities can begin.

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

Rooftop Solar on CCC Buildings	Q1 2026					
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Achieved Activity in 25/26: Agreement to explore suitably sized CCC buildings as an option for large scale rooftop solar

Planned Activity in 26/27: High level feasibility activities to be carried out before a priority list is finalised. Once a finalised list is published confirmation on investment/funding will be sought.

Heat Networks

For the year 2026/27, the focus would be to develop the opportunities available within these identified areas of the city into beneficial undertakings.

The City Centre Heat Network project focuses on providing support to Bring Energy's underutilised Heatline network - to connect high-demand public sector, education, and commercial buildings, reducing carbon emissions & improving energy efficiency.

In Hillfields, the SEP is driving a neighbourhood-scale approach to decarbonised heat through network expansion and building-readiness measures. This is further expanded in the **Hillfields** programme within this document.

In Walsgrave, sustainable measures at University Hospital Coventry & Warwickshire are being explored, alongside a longer-term vision for a district heat network serving mixed-use developments in the wider neighbourhood.

From a strategic viewpoint, a regional heat opportunity is being explored for Coventry and the surrounding area for examining viable heat generation options.

Heating opportunities within buildings are captured within the **Residential** and **SME and Public Buildings** programmes within the ABP.



SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

City Centre HN connections

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Hillfields HN connections

1

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6

Walsgrave Heat Network

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Impact on Strategic Themes



Clean Local Energy

Reduced emissions and operating costs



Innovation & Scale

Trial new heat technologies and approaches



Community Benefit

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

Heat

Benefits Expanded



This programme aims to invest in energy security and low-carbon heat by backing local heat generation & resilience reducing the dependency on transported gas.

Cleaner warmth and stable heating costs for communities are outcomes of the programme.

They also create green jobs and apprenticeships, promote cleaner air and health outcomes.

We aim to position Coventry as an investable city committed to sustainability and inclusive access to energy services.



SOCIAL VALUE

- **In Coventry, For Coventry** Encourages local economy by creating opportunities for smaller businesses to contribute to these infrastructure projects.
- **Jobs & Skills:** Creation of green jobs in design, construction, and maintenance.
- **Apprenticeships** and upskilling opportunities for local residents, addressing future skills gaps and boosting the local economy.



RESIDENT BENEFIT

- **Enhances resilience** and ensures stable energy costs, building energy independence for Coventry.
- **Local generation and flexibility** reduces dependence on further drilling and transported fossil fuels.
- **Improves air quality** and promotes health and well-being by replacing gas heating with low-carbon solutions.

Coventry Energy Plan • Facts & Figures



Source: Coventry Energy Plan, 2024

- Building-gas use accounts for ~34% of Coventry's emissions (2021 baseline) – the largest contributor to carbon emissions in the city. This makes clean heat generation a key problem to solve.
- The city of Coventry already has two existing and operational heat networks, giving the SEP an opportunity to further improve its utilisation with building upgrades etc.
 - Heatline Network in the city centre
 - University of Warwick network, serving campus buildings.

Heat Networks

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
City Centre Heat Network Connections	Approved	Q1 2026				
<p><i>Activity in 26/27:</i> Explore the opportunity to support Heatline expansion through building-readiness measures and HN connection activity in the city centre area through an initial pilot trial.</p> <p>Resource requirements: Identified technical support from within the E.ON business to support the development and feasibility.</p>						
Hillfields Heat Network Connections	Approved	Q1 2026				
<p><i>Activity in 26/27:</i> Explore the opportunity to support Heatline expansion through building-readiness measures and HN connection activity in the Hillfields area.</p> <p>Resource requirements: Identified technical support from within E.ON business to support the development and feasibility</p>						
Walsgrave Heat Network	Q1 2026					
<p><i>Activity in 26/27:</i> Opportunity exploration to understand whole neighbourhood energy requirements with key anchor heat loads in the area. High-level opportunity assessment to be undertaken with development potential in 2026-28. Resource requirements: Identified technical support from within E.ON business to support the development and feasibility</p>						

SME and Public Sector Buildings

Delivering integrated solutions—not solar alone—maximises carbon reduction, boosts energy efficiency, and delivers long-term social and economic value for Coventry's schools. Combining solar PV, battery storage, and energy management systems improves energy security and shields schools from volatile energy prices, while heating upgrades, insulation, and fabric improvements tackle the biggest carbon challenge: heat decarbonisation. EV chargers and building upgrades support whole-site sustainability, cutting costs and enabling reinvestment into education. This bundled approach aligns carbon savings with affordability, resilience, and community benefits—creating warmer, greener learning environments and local jobs.

This initiative builds on SEP and Council work to cut carbon and energy costs in public buildings. The programme aims to improve energy performance, meet MEES standards, and create scalable models that deliver affordability, resilience, and social value. Alongside this, E.ON will create propositions for SMEs to decarbonise their premises—whether leased from the Council or privately owned—bringing dual benefits of lower carbon and reduced energy costs for both tenants and landlords.

The Council will continue providing SMEs with energy audits and connecting them to funding opportunities for efficiency upgrades, supporting ongoing decarbonisation efforts. Several elements of this programme can also contribute to the Hillfields Neighbourhood Improvement Programme, delivering local social value alongside carbon and cost savings.

SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

Building Decarbonisation Phase 2

1

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Schools Heating (PSDS3b)

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Public Sector Building Prop

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MEES Phase 1

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SME Pilot Proposition

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Schools Multi Solution

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Impact on Strategic Themes



Clean Local Energy

Clean local energy production that is utilised across the school portfolio



Innovation & Scale

Key component to the city-wide solar approach



Community Benefit

Education programme for children

Roof-Top Solar

Benefits Expanded



In this initiative, unused roof space is utilised for electricity generation to benefit the residents, neighbouring buildings and the grid.

Rooftop solar in Coventry offers a clear path to stable energy bills for households and businesses, making it a retrofit measure with a clear financial payback under current price forecasts.

It enhances energy security by reducing reliance on global national markets and enabling self-generation of clean power.

Solar PV also acts as a key enabler for heat electrification, helping offset the running costs of heat pumps and supporting whole-home low-carbon bundles



SOCIAL VALUE

- **In Coventry, For Coventry:** Boosts the local economy by prioritising local businesses for construction and maintenance of infrastructure, creating opportunities for businesses to contribute to city-wide projects.
- **Jobs & Skills:** generate employment and green skills development, supporting Coventry's workforce and future talent pipeline.
- **Apprenticeships** opportunities for local residents, addressing upskills gaps and boosting the local economy.



RESIDENT BENEFIT

- **By lowering electricity costs**, solar PV makes other low-carbon technologies—such as heat pumps and EV charging—more financially viable. This supports integrated solutions for warmer, more energy-efficient homes, improving comfort and health outcomes for residents.
- **Improves air quality** and promotes health and well-being by clean energy production locally.
- **Self-reliance and generation of local power** to be used efficiently by residents and businesses, reducing dependence on long-distance transmission.

Coventry Energy Plan • Facts & Figures



Source: Coventry Energy Plan, 2024

- Rooftop solar offers long-term savings with typical paybacks of 10–15 years and panel lifespans of 25 years. This helps alleviate fuel poverty, which affects over 22% of Coventry households, by making energy more affordable.
- This involves the installation of solar PV panels, with or without a battery, on residential properties. These generate electricity for the owner, which is consumed at home to reduce electricity bills. Excess electricity generated is either stored in batteries if purchased or sold back to the grid through a Smart Export Guarantee tariff.

SME and Public Sector Buildings

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Building Decarbonisation Ph2	Approved	Approved	Approved	Approved	Q1 2026	Q2 2026
<p><i>Activity in 25/26: Practical completion on project achieved in July 2025 with all solutions installed.</i></p> <p><i>No proposed activity in 26/27</i></p> <p><i>Resource Requirements: SEP Programme team to generate the final gateways as required. ECS now working directly with CCC on any post completion issues.</i></p>						
Schools Heating	Approved	Approved	Approved	Approved	Q1 2026	Q1 2026
<p><i>Activity in 25/26: Deliver heat pumps in the schools against the employer requirements outlined in the contract.</i></p> <p><i>Activity in 26/27: future activity to be rolled into the schools multi solution programme.</i></p> <p><i>Resource requirements: E.ON delivery team alongside the Council Facilities and Education teams to deliver.</i></p>						
Schools Multi Solution	Approved	Approved	Q1 2026	Q1 2026		
<p><i>Activity in 25/26: Initial development of a solution agnostic proposition for schools and public sector buildings, to be rolled out across schools.</i></p> <p><i>Activity in 26/27: Finalisation of proposition and delivery of first phase of sites.</i></p> <p><i>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.</i></p>						
MEES Ph1	Approved	Q1 2026	Q1 2026	Q1 2026		
<p><i>Activity in 25/26: Appraisal of portfolio of buildings, alongside regulatory implications and tenancy obligations from the Council, to identify optimal solutions.</i></p> <p><i>Activity in 26/27: To review funding availability and financing to implement optimal solutions on site.</i></p> <p><i>Resource requirements: E.ON delivery team to work with Council Property team to identify requirements, with support from SEP team.</i></p>						
SME Proposition	Approved	Q1 2026	Q2 2026	Q3 2026		
<p><i>Activity in 26/27: Appraisal of SME building opportunities in the city, to identify where best to target and pilot a proposition.</i></p> <p><i>Resource requirements: E.ON delivery team to work with the SEP team and potential partners to identify opportunities.</i></p>						
Public Sector Building Prop	Q2 2026	Q2 2026	Q3 2026	Q3 2026	Q4 2026	
<p><i>Activity in 26/27: Appraisal of public building requirements, to identify the right solutions for installation and a proposition to enable delivery.</i></p> <p><i>Resource requirements: E.ON delivery team to work with Council Property team to identify requirements, with support from SEP team.</i></p>						

Transportation

The primary focus of this programme is to support the Council's ambitions for electric vehicle charge points within the city where commercially viable.

A charging trial for domestic properties to charge EVs on the street could also be looked at as a SEP project.

The Council will continue to develop and deliver against its EV Charging Strategy with opportunities to work with the SEP to be identified through collaborative discussions.

As part of its wider strategy to create EV charging hubs across the UK, E.ON will identify any opportunities in and around Coventry to develop these outside of the SEP as private arrangements to help improve the offerings to Coventry residents, businesses and visitors. Equally, through BAU activity E.ON will also install private EV chargers including for domestic properties which can also support the delivery of opportunities identified within the Coventry Energy Plan.



SEP Projects Gateway Progress

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Gateway aspiration for 2026/27

1

Gateway approved

NUS car park EV chargers

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Salt Lane EV charger upgrade

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Train Station EV charger upgrade

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On-street EV charging trial

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Impact on Strategic Themes



Innovation & Scale

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



Jobs & Skills

Establish a strong local supply chain

Transportation

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
NUS Car Park EV Chargers	Approved	Approved	Approved	Approved	Q1 2026	Q2 2026

Activity in 26/27: Project close down activity and lessons learnt review.

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

Salt Lane EV Charger Upgrade	Approved	Approved	Approved	Approved	Q1 2026	Q2 2026
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Activity in 26/27: Project close down activity and lessons learnt review.

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

Train Station EV Charger Upgrade	Approved	Approved	Approved	Approved	Q1 2026	Q2 2026
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Activity in 26/27: Commissioning of replacement chargers. Project close down activity and lessons learnt review.

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

On-street EV charger trial	Approved	Q1 2026	Q1 2026	Q1 2026		
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Activity in 26/27: Trial an opportunity for properties in the city without private driveways to enable them to benefit from EV ownership.

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

Residential

The programme supports the installation of energy efficiency and clean renewable energy production measures in residential properties across Coventry. This will include the delivery of projects through various funding mechanisms which will be monitored and assessed for their feasibility within the city.

Through the Affordability Trial, 17 households benefited from free battery installations paired with time-of-use tariffs, alongside debt relief, white goods replacement, and energy efficiency upgrades—helping residents save £250–£300 annually and tackle fuel poverty. Building on this success, in 2026 we will scale the initiative to support 100 households with an enhanced battery trial, optimising flexibility and resilience to deliver even greater bill savings and protect residents from global energy price volatility.

We have also progressed partnerships with housing associations to introduce innovative low-carbon heating and energy efficiency measures. These efforts will be progressed further in 2026 start reviewing their stock to understand how we can help them best. This aims to create social and economic benefits, including warmer homes, improved health and well-being, and opportunities for green skills development and local jobs—strengthening Coventry's local economy and supply chain.

The deliverables against the broad opportunities identified in the Coventry Energy Plan will be dependent on resident interest.

In addition, the **Hillfields** Improvement Programme launched, with E.ON committed to engaging residents and completing retrofit assessments to deliver clean warmth and better quality of life for the community.



SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

HUG2 project

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Affordability Pilot

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4

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6

Solar PV resident offer

1

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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	Q1 2026	Q2 2026

Activity in 26/27: Post-project review and project closedown.

Resource requirements: The review will primarily require **SEP team** availability with some input from the **project teams** involved from E.ON and the Council.

Affordability Pilot	Approved	Approved	Approved	Approved	Q2 2026	Q3 2026
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Activity in 26/27: Delivery of further installations in identified properties followed by a review of the success factors from the pilot activity, with potential further funding to scale proposition.

Resource requirements: Continued delivery through the E.ON delivery teams and engagement back into the Council and SEP team.

Solar PV resident offer	Approved	Approved	Approved	Approved	Q2 2026	Q3 2026
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Activity in 26/27: Review of the success factors from the proposition and analysis of potential future opportunities.

Resource requirements: SEP team working with the E.ON delivery team.

Innovation and other activity

The development of an innovation and propositions pipeline will continue to evolve, integrating with other programme areas where relevant, while some initiatives will be captured separately under the SEP Innovation Fund. These efforts aim to drive forward cleaner, smarter solutions for Coventry.

Innovation and pilot activities have included the successful affordability trial, which delivered meaningful savings for residents, and an enhanced version will launch in 2026. Additional pilots include targeted thermal heat-loss assessments, advanced heating propositions such as residential low-emission technologies, and bundled service models like Energy-as-a-Service. These initiatives are designed to improve comfort, reduce household energy costs, and support inclusive access to sustainable energy solutions.

Data, digital platforms, and connectivity will remain central enablers across all propositions. Work has progressed on defining requirements for a city-wide Digital Twin, with an initial version expected in early 2026 to optimise planning and operational efficiency.

Exploration has begun on new offerings in solar energy and the ATP market, including innovative shared solar solutions (such as Solshare) for multi-dwelling properties—creating pathways for cleaner energy generation and greater community benefit.



SEP Projects Gateway Progress

1

Gateway aspiration
for 2026/27

1

Gateway
approved

Kestrix pilot

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6

Digital Twin

1

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4

5

6

Energy as a Service

1

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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	Q1 2026	Q1 2026
<p><i>Activity in 26/27:</i> Commencement of drone scanning for 4000 properties in Hillfields in Coventry. Following this we are reviewing the results and engaging residents utilising the Kestrix information. This activity will support the Council's Hillfields Neighbourhood Improvement Programme.</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>						
Digital Twin	Approved	Approved	Q1 2026	Q3 2026		
<p><i>Activity in 26/27:</i> Development and business requirement gathering from both parties to create a Digital Twin of the City. MVP to be ready late Q1 2026</p> <p>Resource requirements: SEP Team, E.ON Leads predominantly E.ON Next and support from Council teams.</p>						
Energy as a Service (Next Gen Home)	Approved	Approved	Approved	Approved	Q2 2026	
<p><i>Activity in 26/27:</i> Pilot or a monthly subscription service for solutions (ATP) customers with target of 10 Coventry residents in the trial.</p> <p>Resource requirements: Innovation & Props, E.ON leads & council support including Comms</p>						

Hillfields Programme

The Hillfields Programme is a place-based initiative focused on creating a cleaner, healthier, and more sustainable neighbourhood. It takes a holistic approach to reducing carbon emissions at a community scale, combining energy efficiency optimisation, heat network expansion, and renewable energy with wider sustainability measures to strengthen resilience and affordability. The programme aims to:

- Retrofitting homes and buildings to improve energy efficiency and reduce heat loss, supported by funding routes such as Warm Homes Local Grant, ECO, and Home Upgrade Grant—helping to tackle fuel poverty and lower the cost of living.
- Delivering low-carbon heating solutions, including exploring heat network connection, in support of local generation and flexibility while protecting residents from global energy price volatility.
- Engaging the community through local groups, schools, and events to build trust and awareness, overcoming barriers like language and digital exclusion, and ensuring inclusive access to energy services.
- Creating social and economic benefits, including warmer homes, reduced fuel poverty, green skills development, apprenticeships, and local job opportunities—strengthening the local economy and supply chain.
- Integrating innovation, such as Kestrix drone thermal surveys and digital twin technology, to identify high-demand areas and optimise solutions for reducing emissions and improving quality of life for the residents of Hillfields.

SEP Projects Gateway Progress

1

Gateway aspiration for 2026/27

1

Gateway approved

Hillfields Neighbourhood Improvement Programme

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Devolved Retrofit

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CEE Fairer Warmth

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Impact on Strategic Themes



Jobs & Skills

New Apprenticeships in the Sustainability Sector in Coventry.



Innovation & Scale

Pilots to trial innovation projects in the city



Community Benefit

Utilise annual community benefit fund to deliver projects

Hillfields Programme

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Hillfields Neighbourhood Improvement Programme	Approved	Q1 2026				
<p><i>Activity in 26/27:</i> aims to create healthier, more sustainable homes and communities. By focussing the funding in Hillfields, the SEP will aim to improve the energy efficiency of at least 220 homes as well as targeting other social value and innovation initiatives to engage the community and provide wider benefits, jobs, skills and community improvements.</p> <p><i>Resource requirements:</i> SEP Team, GFS, E.ON Next, Comms, Community resilience, Hillfields Programme team</p>						
Devolved Retrofit	Approved	Q1 2026	Q1 2026	Q1 2026		
<p><i>Activity in 26/27:</i> aims to create healthier, more sustainable homes and communities. By focussing the funding in Hillfields, the SEP will aim to improve the energy efficiency of at least 220 homes.</p> <p><i>Resource requirements:</i> SEP Team, GFS, E.ON Next, Comms, Community resilience, Hillfields Programme team</p>						
CEE Fairer Warmth	Approved	Approved	Approved	Q4 2025	Q4 2026	Q4 2026
<p><i>Activity in 26/27:</i> Deployment of energy platform to connect households with organisations to promote energy efficiency, affordability, and a fair energy future for everyone. Providing personalised energy plans, impartial energy advice and access to grants and support services in Coventry. Focus for next 12 months is trial of this platform for residents in Hillfields.</p> <p><i>Resource requirements:</i> SEP team, Hillfields Programme 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 Volunteering, Cornerstone Enterprise Advisors in the city and involvement in Coventry Careers Fairs will deliver social value returns for the city but not require any drawdown from the community benefit fund.



SEP Projects Gateway Progress

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Gateway aspiration for 2026/27

1

Gateway approved

Coventry Grows

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Treekly

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Books

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SVF Schools Programme Rollout

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NHS Green Team

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Community Centre Retrofit

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Impact on Strategic Themes



Jobs & Skills

New Apprenticeships in the Sustainability Sector in Coventry.



Community Benefit

Utilise annual community benefit fund to deliver projects

Community Benefit

	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Gateway 6
Coventry Grows	Approved	Approved	Approved	Approved	Q1 2026	Q3 2026
<i>Activity in 26/27:</i> Delivery of community growing project in 4 locations across the city. This contributes to the Council's Hillfields Neighbourhood Improvement Programme. <i>Resource requirements:</i> SVF spend to be paid to CCC, Grapevine community facilitator.						
Treekly	Approved	Approved	Approved	Approved	Q3 2026	
<i>Activity in 26/27:</i> Programme to support biodiversity growth in the city, supporting existing work, community initiatives and developing new projects across the city. <i>Resource requirements:</i> SEP team, Council Wildlife and Woodland team, Treekly team.						
Books	Approved	Approved	Approved	Approved	Q2 2026	Q2 2026
<i>Activity in 26/27:</i> Working with local author and illustrator to rollout two new books to all schools in city, set up serious of volunteer reading sessions, facilitate business mentoring sessions and workshops in community. <i>Resource requirements:</i> SEP team, CCC Schools and Education Team.						
Schools Programme Rollout	Approved	Approved	Approved	Q1 2026		
<i>Activity in 26/27:</i> Rollout of schools educational offering, drawing down from the social value fund as required to ensure equitable offering to all schools in the city. <i>Resource requirements:</i> SEP Team, NZA						
NHS Green Teams	Approved	Approved	Approved	Approved	Q4 2026	Q4 2026
<i>Activity in 26/27:</i> Support an award-winning programme in sustainable healthcare that empowers NHS and healthcare organizations to merge sustainability with clinical practices. Its goal is to improve outcomes, reduce costs, and drive the transition to sustainable future <i>Resource requirements:</i> SEP Team, Comms.						
Community Centre Retrofit	Approved	Approved	Q1 2026	Q3 2026		

Activity in 26/27: Adoption of community centre approach to social value, including solutions, volunteering, advice, mentoring, and awareness of other SEP social value initiatives e.g. Coventry Grows and Retrofit Training Programme.

Resource requirements: SEP Team, E.ON Volunteers, GFS, Commercial Services Volunteering group, CCC Community Team.

Key risks and mitigations

5



Key Partnership Risks, Mitigations & Outcomes (1/3)

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

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

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

Key Partnership Risks, Mitigations & Outcomes (2/3)

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

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

Key Partnership Risks, Mitigations & Outcomes (3/3)

Risk	Type	Description	Mitigation	Status
Political Cycle	Operational	The democratic electoral process results in new central or local government administrations during the JVA term. The electoral process can lead to a new government makeup with varying views on Net Zero Agenda.	<ul style="list-style-type: none"> • Raise awareness of wider benefits of SEP projects including affordability of energy, resilience of energy supply, job and skills creation, community benefit and carbon reduction. • Regular engagement with political parties, relevant Whitehall departments and regional administrations. 	Open – under review Ongoing mitigation
City Demographic Changes	Operational	Changing city demography driving different needs of the Council and thereby the SEP.	<ul style="list-style-type: none"> • Regular review as part of Strategic Business Plan to look at wider partnership themes which will be reflective of the needs of the city. • Regular review of social value strategy in line with the process above to ensure SEP community benefit programmes are reflective of city demographic and needs. 	Open – under review Ongoing mitigation

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

Partnership operational overview

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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

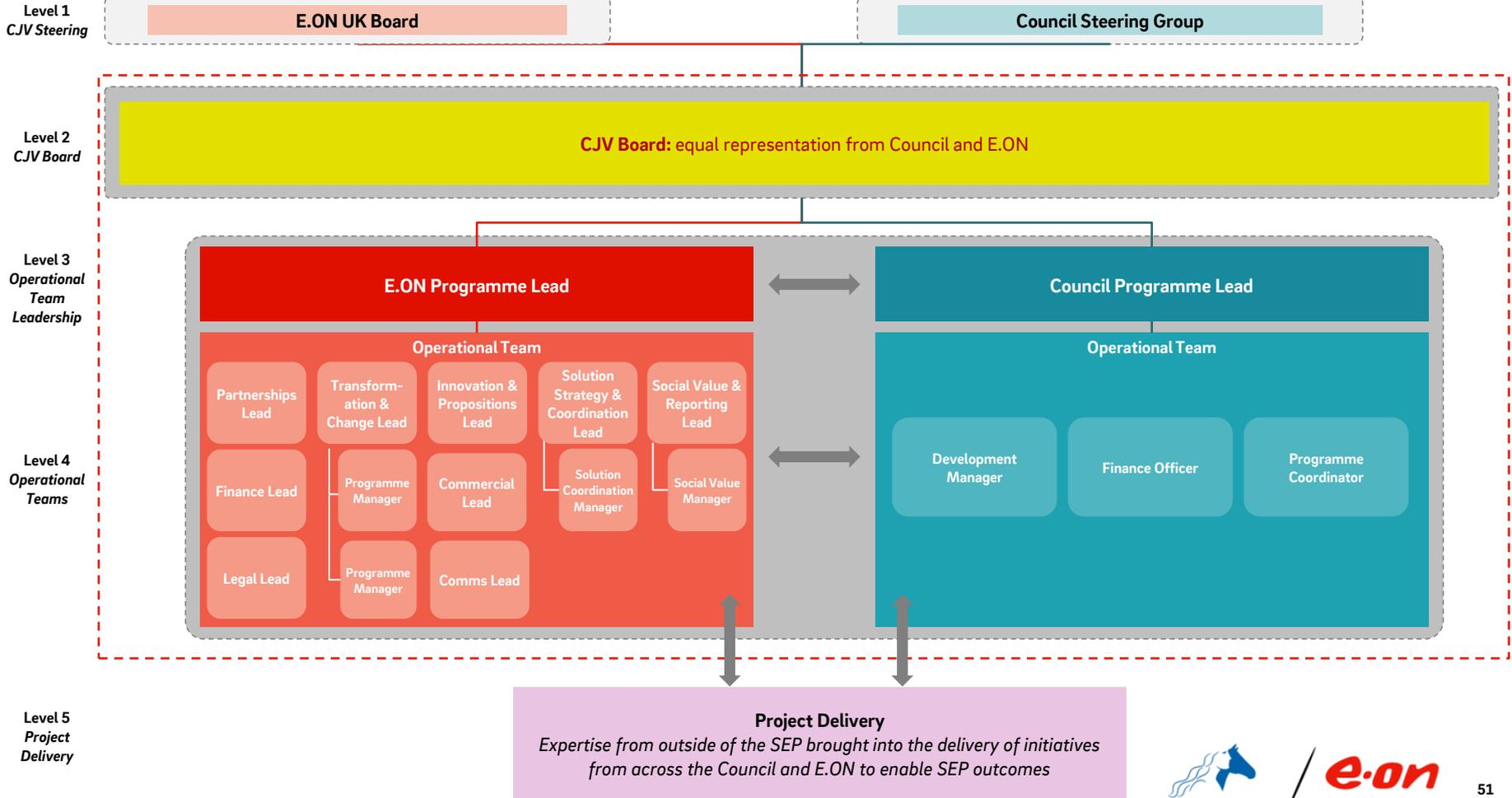
Both E.ON and the Council are fully committed to the success of the partnership and will allocate skilled resources across the project value chain, covering origination, development, design, build, and operation. **The cost of these resources will not be an additional expense for the partnership**, except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





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

2 Prince's Way Solihull B91 3ES



Contact

E.ON

tomorrowscities@eonenergy.com

Coventry City Council

strategicenergypartnership@coventry.gov.uk



Board meetings

Duration

120 minutes

Frequency

Once a month on average

CJV Board meetings 2026

- March 26th 2026
- April 23rd 2026
- 21st May 2026
- 25th June 2026
- 23rd July 2026
- 27th August 2026
- 24th September 2026
- 22nd October 2026
- 19th November 2026
- 17th December 2026

Meeting attendees

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

Glossary

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Acronyms & Glossary

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

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

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



Coventry City Council

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Strategic Energy Partner

COVENTRY TRANSPORT MUSEUM