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Scrutiny Coordination Committee  
Cabinet

12 March 2026  
17 March 2026

**Name of Cabinet Member:**

Cabinet Member for Public Health and Sport – Councillor K Caan

**Director approving submission of the report:**

Director of Care, Health and Housing

**Ward(s) affected:**

All

**Title:**

Coventry: City of Movement Strategy 2026-2031

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**Is this a key decision?**

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

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**Executive summary:**

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

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

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

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

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

### **Recommendations:**

Scrutiny Coordination Committee is recommended to:

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

Cabinet is recommended to:

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

### **List of Appendices included:**

The following appendices are attached to the report:

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

### **Background papers:**

None

### **Other useful documents:**

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

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

**Has it or will it be considered by Scrutiny?**

Yes

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

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

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

**Will this report go to Council?**

No

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## Report title: Coventry: City of Movement Strategy

### 1 Context (or background)

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

## 1.7 **Active System: Connecting Better**

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

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

## 1.10 **Active People: Movement for Everyone**

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

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

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

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

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

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

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

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

### **1.19 Evaluating impact**

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

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

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

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

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

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

## **2. Options considered and recommended proposal**

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

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

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

### 3. Results of consultation undertaken

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

### 3.9. Outreach work:

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

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

## 4. **Timetable for implementing this decision**

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

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

### 5.1. Financial Implications

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

### 5.2. Legal Implications

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

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

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

## **6 Other implications**

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

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

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

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

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

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

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

## **6.2 How is risk being managed?**

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

## **6.3. What is the impact on the organisation?**

- 6.3.1 None

## **6.4 Equalities / EIA**

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

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

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

## **6.6 Implications for partner organisations?**

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

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

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

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Member: Councillor K Caan	Cabinet Member for Public Health and Sport	-	17/02/2026	23/02/2026

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