

Scrutiny Co-ordination Committee
Cabinet
Council

14 March 2023
14 March 2023
21 March 2023

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor G Duggins

Director approving submission of the report:

Interim Chief Executive (Chief Partnerships Officer)

Ward(s) affected:

All

Title:

One Coventry Plan 2022-2030

Is this a key decision?

No – The Council Plan forms part of the Policy Framework and is a matter for Full Council to determine.

Executive summary:

The current Council Plan, the One Coventry Plan, was initially agreed in 2014 for a ten-year period (ending in 2024) and was last refreshed in 2016. In 2021, work began to refresh the Council Plan to reflect the emerging priorities for the Council and the city.

From February to September 2022, extensive engagement was undertaken with the Council workforce, partners and the wider public regarding the delivery of the priorities outlined in the draft Plan. This engagement created the opportunity to understand more about how the priorities could be meaningfully delivered in a way that builds on our achievements and recognises the challenges faced by the city. Critically, we wanted to understand what successful delivery would look like for our residents, communities and key stakeholders.

The refreshed One Coventry Plan 2022-2030 provides the strategic direction for the Council and the One Coventry vision of “working together to improve our city and the lives of those who live, work and study here”. It sets out the Council’s priorities and focuses on enabling people to live their best lives in a vibrant and prosperous city.

The report seeks approval for the adoption of the refreshed priorities, provides an overview of the engagement approach taken, an update on the findings and a summary of how local people’s views have impacted the development of the One Coventry Plan.

Recommendations:

Scrutiny Co-ordination Committee is asked to:

- 1) Consider the engagement feedback received.
- 2) Forward any comments and/or recommendations to the Cabinet for consideration.

Cabinet is asked to:

- 1) Consider any recommendations from Scrutiny Co-ordination Committee.
- 2) Consider the outcome of the engagement and the resulting equality impacts (see Equality Impact Assessment – Appendix A to the report).
- 3) Approve the refreshed One Coventry Plan 2022-2030 (Appendix B to the report) for submission to Council on 21st March 2023.
- 4) Authorise the Interim Chief Executive (Chief Partnerships Officer), following consultation with the Leader, to make such minor amendments to the refreshed One Coventry Plan 2022-2030 as considered necessary in advance of it being presented to Council for approval.
- 5) Recommend that Council approves the refreshed One Coventry Plan 2022-2030 (Appendix B to the report) for adoption as the Council Plan.

Council is asked to:

- 1) Approve the refreshed One Coventry Plan 2022-2030 (Appendix B to the report) for adoption as the Council Plan.

List of Appendices included:

The following appendices are attached to the report:

Appendix A – One Coventry Plan Equality Impact Assessment

Appendix B – One Coventry Plan 2022-2030

Appendix C – Summary of Engagement Feedback on the One Coventry Plan

Background papers:

None

Other useful documents:

One Coventry Plan Annual Performance Report 2021-2022

One Coventry Plan Performance Management Framework 2022

Corporate Risk Register – September 2022

Has it or will it be considered by scrutiny?

Yes – Scrutiny Co-ordination Committee on 14 March 2023

Has it or will it be considered by any other council committee, advisory panel or other body?

No

Will this report go to Council?

Yes – 21 March 2023

This page is intentionally blank

Report title: One Coventry Plan 2022-2030

1. Context (or background)

- 1.1. The refreshed One Coventry Plan 2022-2030 (Appendix B) sets out our vision and priorities for the city, based on our commitments to the people of Coventry and the things that residents have told us are most important. The Plan builds on the progress that has been made since the current plan was last updated in 2016, the challenges faced and anticipated, and emerging opportunities.
- 1.2. One Coventry vision and priorities for the city:

Vision: One Coventry – Working together to improve our city and the lives of those who live, work and study here.

Priorities: One Coventry Plan 2022-2030



- 1.3. The Plan sets out how these priorities will be delivered between now and 2030 and outlines our key enablers, our measures of success and the role that residents and partners will have in supporting the delivery of these priorities.

2. Options considered and recommended proposal

- 2.1. **Option 1 (recommended)** – Cabinet and Council are recommended to support the Council in delivering the priorities which are outlined in the refreshed One Coventry Plan 2022-2030. The refreshed One Coventry Plan has been developed in response to engagement feedback received and the Council is confident that its contents are reflective of what is important to Coventry residents and others who work or study in the city.
- 2.2. **Option 2** – The current Council Plan 2016-2024, its existing vision and priorities for the city could be updated but it is considered that too many changes would be needed for this to be a viable option.
- 2.3. **Option 3** – The current Council Plan 2016-2024 could remain in place for the full duration of its current term and be reviewed at the end of 2024. However, this would potentially result in the Council having a Plan in place that is not reflective of current priorities.

3. Engagement approach

- 3.1. In February 2022, a wide range of innovative engagement activity commenced to actively seek the views of residents, including children and young people, communities, partners, the Council workforce, Elected Members and Trade Unions. A vast range of opportunities were created for local people to share their thoughts about the city and our priorities for the future and views were encouraged in any format.

- 3.2. The engagement approach was innovative, accessible and iterative. Our ultimate ambition was to reach out to our communities and talk and listen to as many people as possible.
- 3.3. New and creative engagement tools were introduced in different and accessible formats, including videos and competitions, which simplified our approach in response to what people told us works best for them. We posed a simple question ('What will the Coventry of 2030 look and feel like to you?'), to remove barriers and enable open responses that were not restricted by the Council's position.
- 3.4. Engagement was promoted to our workforce through the Intranet, the Council's Staff App, One Coventry Newsletter and at team meetings. Council employees were asked to champion engagement within their teams and encourage their colleagues to access a workforce toolkit (created to enable engagement), attend a workshop and/or complete the survey or share their views in other ways.
- 3.5. The internet and social media channels were used to reach out to the local online community. Messages were conveyed through the use of digital screens (for example in the city centre, Family Hubs and Job Shop). A professional One Coventry Plan video was created to highlight the Council's priorities and encourage discussion and was shared on multiple platforms. Information was also available in a hard-copy format at multiple venues across the city and on the Council's website.
- 3.6. The engagement was promoted directly through stakeholder network groups and by attending existing community events as an opportunity to engage directly with our communities, in community settings. Many of the engagement activities were planned, however there were also ad hoc opportunities, for example getting out and talking to people to understand their views about the 'Coventry of 2030'.
- 3.7. During the engagement period, Scrutiny Co-ordination Committee provided feedback regarding the engagement approach. Scrutiny Members made a series of recommendations including one relating to the role of Members in supporting the engagement approach. Materials were made available for distribution across the city, including leaflets, surveys and pre-paid envelopes to encourage responses.
- 3.8. Additional ways to increase our engagement were also implemented, including engaging with communities in religious settings and care homes (for example, we liaised with our faith networks and 2 poster competitions for children and young people were judged by tenants in one of the care homes in the city). Targeted social media adverts were created, via Facebook, to extend our social media reach.
- 3.9. In summary, this activity has been the most comprehensive engagement undertaken across the Council to date. Over 3,500 people actively shared their views, we reached over 250,000 people via social media, held over 20 workshops and spoke directly to over 740 residents at local events including Sports Fest and the Godiva Festival.
- 3.10. People of all ages were keen to be involved and have their say and we have received rich feedback and insight into what matters most to our residents. As a result, the Council is as confident as it can be that the Plan is reflective of what is important to our residents and others who work or study in the city.

4. Engagement findings and post-engagement review of draft One Coventry Plan

- 4.1. All feedback received during the engagement period has been reviewed and a summary of the engagement feedback, including identified themes, has been appended to this report (Appendix C).
- 4.2. Following the engagement period, the delivery statements in the draft Plan were reviewed against the engagement findings and amendments were made to the Plan based on the feedback received. The majority of the statements in the draft Plan were supported by engagement, however the Plan narrative and delivery intentions were strengthened in some areas including the narrative around communication, engagement and collaboration, and also regarding equality, diversity and inclusion.
- 4.3. In particular, we amended the One Coventry Plan following feedback on the priorities (see section 4.4-4.8).
- 4.4. **Priority: Improving the economic prosperity of the city and region**

Vision – By delivering this priority we will create a city with a strong and resilient economy, where inclusive growth is promoted and delivered, businesses are enabled to innovate and grow and new local jobs are created.

We have amended the One Coventry Plan following feedback on this key priority by:

- Expanding our commitment to ensure pathways to employment for young people to include adults with mental ill health, disabilities, carers and new migrants to the city, young people from diverse and minority-ethnic backgrounds.
- Being clear that we will, where possible, prioritise jobs and skills for local people and utilise local small businesses and source local materials when delivering projects.
- Committing to ensuring that our transport infrastructure not only attracts investment but is also sustainable and inclusive with an improved public transport network.
- Including a commitment to ensure our city centre remains clean and tidy and offers a diverse range of experiences for residents and visitors.
- Being clear that we will utilise our tender criteria to capture social value commitments that align to our [Social Value & Sustainability Policy](#)

4.5. Priority: Improving outcomes and tackling inequalities within our communities

Vision – By delivering this priority we will create a city where our residents get the best possible start in life, experience good health and age well, in a city that embraces diversity, protects the most vulnerable and values its residents and communities.

We have amended the One Coventry Plan following feedback on this key priority by:

- Being clearer in our commitment to tackle violence and abuse in all forms.
- Strengthening our intent to narrow and close the gap in education performance measures for vulnerable groups at each phase.

4.6. Priority: Tackling the causes and consequences of climate change

Vision – By delivering this priority we will create a city, that leads the way and invests in the green industrial revolution. Ensuring the future well-being of our residents by embedding environmentally friendly behaviours and exploring opportunities to lessen the pressures caused by climate change.

We have amended the One Coventry Plan following feedback on this key priority by:

- Including a commitment to encourage green behaviours and work with schools to implement sustainability into the curriculum.
- Stressing the importance of protecting wildlife and engaging with communities and developers on the conservation of natural habitats.
- Being clearer about the need to address the impacts and consequences of Climate Change by ensuring we have the right infrastructure in place to cope with the effects of extreme weather events such as flooding and extreme heat.

4.7. **Priority: Continued financial sustainability of the Council**

Vision – We will enable delivery of our priorities by being a Council with a strong and sustainable financial position, with resources and assets that are aligned with our priorities.

We have amended the One Coventry Plan following feedback on this enabling priority by:

- Being clear about the importance of financial plans meeting the needs of residents.
- Strengthening the importance of an engaged, inclusive and diverse workforce and being an employer of choice.
- Including a commitment to work collaboratively across service boundaries and optimise a whole council approach.

4.8. **Priority: Council's role as a partner, enabler and leader**

Vision – We will enable delivery of our priorities by being a Council that plays a key role as a civic leader, working in genuine partnership with local residents, communities and partners.

We have amended the One Coventry Plan following feedback on this enabling priority by:

- Stressing the importance of engaging and listening to residents, communities, businesses and partners to ensure a One Coventry approach and demonstrating our values in all our interactions.
- Being clearer about our commitment to enable local people to determine solutions that best meet their needs.
- Adding a commitment to work with partners to increase access to activities for children and young people within the city.

4.9. Furthermore, the Council has begun to reflect on these findings and suggestions for each priority area in order to determine specific responses to the feedback. Information will be shared on how we are responding over the coming months.

4.10. Current and future Plan performance reporting measures were reviewed against engagement findings to ensure they will provide a sufficient measure of delivery against the updated One Coventry Plan priorities. Work is in progress to ensure the continued ability to measure delivery of the priorities set out in the One Coventry Plan 2022-2030.

5. Delivery of the One Coventry Plan priorities and objectives – Next steps

5.1. The One Coventry Plan narrative is being used to shape our work across the city. The engagement feedback has been shared with service areas and through partnerships to inform current service delivery and strategic planning for the future. The priorities are being

embedded and aligned to key strategies and the Council is in the process of mobilising a clear delivery strategy for the three key priorities.

- 5.2. The Council will continue making the best use of resources in order to enable delivery of the One Coventry Plan, to be informed by the One Coventry Plan priorities, data, insight and the resident voice. The Council will simultaneously continue to deliver its core services to the residents and businesses of the city.

Ongoing engagement and communication

- 5.3. Coventry City Council is committed to continuous listening and undertaking ongoing engagement on the delivery of One Coventry Plan priorities and involving residents and our local communities in how services are provided and developed. The One Coventry Plan 2022-2030 provides the perfect opportunity for residents and communities to be part of a continued conversation, thus ensuring that the resident voice remains at the heart of how we collectively deliver our priorities for the city.
- 5.4. A leaflet and poster will be produced to share high-level engagement results, inform people about how further information can be accessed and invite ongoing discussion around the delivery of the Council's priorities. These materials will be available in Council buildings such as Family Hubs and Libraries. Information will also be available on the Council's website and on social media.
- 5.5. A [One Coventry Plan feedback](https://letstalk.coventry.gov.uk/hub-page/one-coventry-plan-hub) hub has been designed on Let's Talk Coventry – <https://letstalk.coventry.gov.uk/hub-page/one-coventry-plan-hub>. A discussion forum will enable people to continue to contribute their thoughts on how we work together to achieve our priorities and will also advertise other forthcoming engagement opportunities.

6. Timetable for implementing this decision

If the recommendations set out in this report are approved, implementation of the One Coventry Plan will commence with immediate effect.

7. Comments from Interim Chief Executive (Section 151 Officer) and Chief Legal Officer

7.1 Financial Implications

Delivery of the Council's priorities contained within the One Coventry Plan 2022-2030 will have an impact on the Council's overall financial position. However, there are no direct financial implications from this report.

7.2 Legal Implications

Schedule 4 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 ("**the Regulations**") sets out circumstances in which functions are not to be the responsibility of an Authority's Executive. One such circumstance relates to the adoption or approval of a plan or strategy (whether statutory or non-statutory) where the authority determines that the decision whether the plan or strategy should be adopted or approved should be taken by them.

Part 2C of the Council's Constitution sets out functions which will be the responsibility of Full Council which also includes approving or adopting the Policy Framework and the Budget. The One Coventry Plan 2022-2030 will form part of the Council's Policy Framework and as such

must also be approved by Full Council in compliance with the provisions of the Regulations and the Council's Constitution.

8. Other implications

8.1. How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)?

Not applicable – this report relates to the refresh of the existing Council Plan 2016-2024. The refreshed One Coventry Plan identifies the priorities for the Council between 2022-2030 and provides the framework upon which Council plans and other key strategy documents can be developed.

8.2. How is risk being managed?

The management of risk associated with the development and delivery of the One Coventry Plan will be identified and monitored through the Council's performance management framework. The annual performance report helps the Council manage risk by measuring and reviewing progress in relation to the priorities of the One Coventry Plan. The Council's performance will be monitored against a comprehensive set of performance indicators, as well as using qualitative data and real-life stories. Findings will be published annually including areas where we are making good progress, areas where progress is not as expected, and areas where the Council needs to take corrective action.

Any known risks that exceed the Council's risk appetite are recorded on the Corporate Risk Register, which is also aligned to the Plan priorities.

8.3. What is the impact on the organisation?

As the key strategic document for the Council, the One Coventry Plan will impact across all areas of the Council's work.

8.4. Equalities / EIA?

The Council is required, by the Local Authority Act 2010, to comply with the Public Sector Equality Duty. An Equality Impact Assessment for the One Coventry Plan has been conducted (Appendix A) to ensure that we have given proper consideration to the Equality Duty, including having due regard to the need to advance equality of opportunity between people who share a protected characteristic and those who do not share a protected characteristic.

Coventry City Council is committed to making a positive difference to the lives of local people and to promoting equality of opportunity for its residents. The One Coventry Plan has a clear focus on equality, with one of the three key priorities specifically focusing on improving outcomes and tackling inequalities within our communities.

Progress against the priorities will be reported through the Council's performance management framework and, where applicable, will include analysis by key equality groups/areas.

8.5. Implications for (or impact on) climate change and the environment?

Tackling the causes and consequences of climate change is one of the three key priorities in the One Coventry Plan 2022-2030. A draft climate change strategy is in the process of being refreshed and has been informed by the One Coventry Plan engagement feedback. The

Council will continue to report on progress relating to specific measures set out in the Plan such as air quality, energy use and carbon dioxide emissions.

8.6. Implications for partner organisations?

Our One Coventry vision and approach focus on how we work together with residents, communities and partners to improve our city and the lives of those who live, work and study here. The Council continues to work in collaboration with our residents, local communities and partners, including the One Coventry Partnership, to deliver the vision and priorities for the city.

Report author:

Michelle McGinty
Strategic Lead for Transformation and Change

Service:

Transformation Team

Tel and email contact:

Tel: 02476 971409

Email: Michelle.McGinty@coventry.gov.uk

Enquiries should be directed to the above person

Contributor/ approver name	Title	Service Area	Date doc sent out	Date response received or approved
Contributors:				
Adam Simmonds	Lead Architect	Human Resources	03/02/2023	07/02/2023
Bret Willers	Head of Climate Change and Sustainability	Climate Change and Sustainability	09/02/2023	09/02/2023
Debbie Horton-Rayner	Programme Manager	Transformation Team	03/02/2023	06/02/2023
Grace Haynes	Head of People and Culture – Relationships and Development	Human Resources	03/02/2023	08/02/2023
Jade McKenna	Communications Lead	Communications	03/02/2023	07/02/2023
Jaspal Mann	Equalities and Diversity Officer	Public Health Insight Team	07/02/2023	07/02/2023
Kristi Larsen	Lead Officer Consultation	Public Health Insight Team	03/02/2023	07/02/2023
Lisa Lawson	Adult Services Programme Delivery Manager	Adult Services	03/02/2023	09/02/2023
Mamta Kumar	Equalities and Diversity Assistant	Public Health Insight Team	09/02/2023	10/02/2023
Michelle Salmon	Governance Services Officer	Law and Governance	08/02/2023	08/02/2023
Oluremi Aremu	Head of Legal and Procurement services	Law and Governance	03/02/2023	07/02/2023
Paul Jennings	Finance Manager	Finance	03/02/2023	06/02/2023
Roger Martin	Insurance Manager	Insurance Services	03/02/2023	07/02/2023
Valerie De Souza	Consultant, Public Health	Public Health	03/02/2023	07/02/2023
Vanessa Millar	Change Manager	Transformation Team	03/02/2023	06/02/2023
Approvers:				
Allison Duggal	Director of Public Health and Wellbeing	-	10/02/2023	16/02/2023
Andrew Walster	Director of Streetscene and Regulatory Services	-	10/02/2023	16/02/2023
Andy Williams	Director of Business, Investment and Culture	-	10/02/2023	16/02/2023

Colin Knight	Director of Transportation and Highways	-	10/02/2023	16/02/2023
John Gregg	Director of Children's Services	-	10/02/2023	13/02/2023
Marc Greenwood	Policy and Public Affairs Lead	Policy and Public Affairs	10/02/2023	15/02/2023
Nigel Hart	Head of Communications	Communications	10/02/2023	16/02/2023
Paul Ward	Head of ICT and Digital	Human Resources	10/02/2023	16/02/2023
Richard Moon	Director of Property Services and Development	-	10/02/2023	15/02/2023
Sue Newing	Chief People Officer	-	10/02/2023	16/02/2023
Names of approvers for submission: (officers and members)				
Barry Hastie	Interim Chief Executive (Section 151 Officer)	-	10/02/2023	16/02/2023
Julie Newman	Chief Legal Officer	-	07/02/2023	07/02/2023
Kirston Nelson	Interim Chief Executive (Chief Partnerships Officer)	-	10/02/2023	16/02/2023
Councillor G Duggins	Cabinet Member for Policy and Leadership	-	16/02/2023	20/02/2023

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