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### Scrutiny Co-ordination Committee

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**Time and Date**

10.30 am on Wednesday, 27th February, 2019

**Place**

Committee Room 3 - Council House

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**Public Business****1. Apologies and Substitutions****2. Declarations of Interest****3. Minutes** (Pages 3 - 16)

(a) To agree the minutes of the previous meetings held on 23rd January and 6th February, 2019

(b) Matters Arising

**4. Coventry City of Culture 2021** (Pages 17 - 24)

Briefing note with report of Martin Sutherland, Chief Executive and Chenine Bhatena, Creative Director, Coventry City of Culture Trust

Chenine Bhatena has been invited to the meeting for the consideration of this item along with Councillor Duggins, Cabinet Member for Policy and Leadership and Martin Reeves, Chief Executive, who are the Council's two representatives on the City of Culture Trust

**5. Scrutiny Co-ordination Committee Work Programme 2018/2019 and Outstanding Issues** (Pages 25 - 30)

Report of the Scrutiny Co-ordinator

**6. Any Other Items of Public Business**

Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.

**Private Business**

**Nil**

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Martin Yardley, Executive Director, Place, Council House Coventry

Tuesday, 19 February 2019

- Notes:1) The person to contact about the agenda and documents for this meeting is Liz Knight, Democratic Services, Council House, Coventry, telephone 7683 3073, alternatively E-mail: [suzanne.bennett@coventry.gov.uk/liz.knight@coventry.gov.uk](mailto:suzanne.bennett@coventry.gov.uk/liz.knight@coventry.gov.uk)
- 2) Council Members who are not able to attend the meeting should notify Liz Knight no later than 9.30 a.m. on the day of the meeting, giving their reasons for absence and the name of the Council Member (if any) who will be attending the meeting as their substitute.
- 3) Scrutiny Board Members who have an interest in any report referred to this meeting, but who are not Members of this Committee, have been invited to notify the Chair by 12 noon on the day before the meeting that they wish to speak on a particular item. The Member must indicate to the Chair their reason for wishing to speak and the issue(s) they wish to raise.

Membership: Councillors N Akhtar, A Andrews, J Clifford (Deputy Chair), D Gannon, T Khan (Chair), J McNicholas, M Mutton, G Ridley and R Singh

By invitation Councillor G Duggins

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

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

**Suzanne Bennett/Liz Knight, Governance Services - Telephone: 024  
7683 3072/3073**

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**Coventry City Council**  
**Minutes of the Meeting of Scrutiny Co-ordination Committee held at 10.30 am on**  
**Wednesday, 23 January 2019**

Present:

Members: Councillor T Khan (Chair)  
Councillor N Akhtar  
Councillor A Andrews  
Councillor J Clifford (Deputy Chair)  
Councillor J McNicholas  
Councillor G Ridley  
Councillor R Singh

Other Members: Councillors G Duggins, K Maton and J O'Boyle

Other Representatives: Dr Julie Nugent, West Midlands Combined Authority

Employees:

G Holmes, Place Directorate  
L Knight, Place Directorate  
C Mitchel, Place Directorate  
K Nelson, People Directorate  
D Nuttall, Place Directorate  
B Purdue, Place Directorate  
M Reeves, Chief Executive

Apologies: Councillors D Gannon and M Mutton

## **Public Business**

### **38. Declarations of Interest**

There were no declarations of interest.

### **39. Minutes**

The minutes of the meeting held on 12<sup>th</sup> December, 2018 were signed as a true record. There were no matters arising.

### **40. Coventry Tourism Strategy 2019-23**

The Committee considered a briefing note and presentation of David Nuttall, Strategic Lead (European City of Sport, UK City of Culture and Commonwealth Games) which provided an update on progress with implementing the action plan and priorities within the Coventry Tourism Strategy 2019-23, which was approved by Cabinet at their meeting on 27<sup>th</sup> November, 2018. Councillor O'Boyle, Cabinet Member for Jobs and Regeneration and Councillor Maton, Cabinet Member for Education and Skills attended the meeting for the consideration of this item.

The presentation set out the current position for tourism in the city which included a £385m spend per annum; supported 6,921 fte jobs which represented 5.9% of local employment; saw 94% of visitors saying they would recommend Coventry to a friend; and 95% of visitors saying they would return. The presentation also highlighted a number of concerns including the reason why 77% of people who had not visited stated that they were not sure what was there; visitor spend was low (£5 per hour for day visitors); nightlife and variety of things to do scored lowest for satisfactions; and there were gaps in the accommodation offer. The presentation highlighted that there was huge potential for tourism growth.

The Committee were informed of the vision for the tourism strategy as follows: 'By 2023 perceptions and awareness of Coventry as a leisure and business tourism destination will have grown and residents will be even more proud, active ambassadors of their city. The city will be recognised as a host for major events and the city will be attracting more than 10 million visitors a year'

There were seven measures of success for the Strategy:

- i) Development of a successful delivery partnership to manage the DMP
- ii) Increase in overall visitor numbers
- iii) Increase in overnight visitors
- iv) Increase in yield per visitor
- v) Growth in jobs supported via the visitor economy
- vi) Increase in awareness of Coventry as a destination
- vii) Improved perceptions of Coventry as a destination.

The Action Plan had been framed around the following four areas: Partnership, Product, Place and Positioning. The presentation set out the initial priorities for the first six month of operation to June 2019 under these four areas. An update was given at the meeting on the actions to date.

Members questioned the officers on a number of issues and responses were provided, matters raised included:

- The opportunities to involve Councillors with the implementation of the strategy
- Further information about the proposed Destination Partnership Board
- Details about the marketing of Coventry outside of the city and suggestions for promoting Coventry, including at Birmingham Airport
- Relationships with the BBC
- The requirement to have a better offer to attract visitors to the city, especially young people
- Concerns about the night club offer in the city
- How to encourage a busy evening night time culture in the city centre, not just a day time retail offer
- The use of social media and the development of a digital calendar for the promotion of events.

Members discussed the most appropriate Scrutiny forum for the consideration of future update reports on the implementation of the Tourism Strategy.

**RESOLVED that:**

- (1) The content of the presentation be noted.**

**(2) Future reports on progress with implementing the tourism strategy action plan be submitted to meetings of the Business, Economy and Enterprise Scrutiny Board (3), with members of Scrutiny Co-ordination Committee being invited to attend as appropriate.**

**(3) Representatives of the Destination Partnership Board, when operational, be invited to attend a future meeting of the Business, Economy and Enterprise Scrutiny Board (3).**

**41. West Midlands Combined Authority (WMCA) Productivity and Skills Strategy**

The Committee considered a report of Dr Julie Nugent, Director of Productivity and Skills, West Midlands Combined Authority (WMCA) which provided an update on the WMCA Productivity and Skills Strategy. Dr Nugent attended the meeting for the consideration of this item along with Councillor Duggins, Cabinet Member for Policy and Leadership, Councillor Maton, Cabinet Member for Education and Skills and Councillor O'Boyle, Cabinet Member for Jobs and Regeneration.

The report indicated that the Productivity and Skills Portfolio had been an area of focus since the development of the WMCA and was a key part of the first devolution agreement signed in November 2015. Councillor Duggins became the first portfolio lead for Productivity and Skills in June 2016 and had since overseen the delivery of the productivity and skills elements of two devolution agreements (second deal agreed November 2016), the West Midlands Skills Deal (July 2018) and the publication of the Regional Skills Plan in June 2018. These deals had brought new investment to the region, the details of which were set out in the report and included:

The WMCA Skills Deal with Government secured £69m investment for meeting productivity and skills challenges:

£40m Apprenticeship funds

£5m Digital Retraining Fund

£20m planned investment from the WMCA

This was in addition to funding already secured through the two devolution deals: £120m+ Adult Education Budget (annually, from 2019); 5m Construction Retraining Fund; £4.7m Employment Support Pilot; and £2m Career Learning Pilot.

To support the development of the skills strategy, the West Midlands Productivity and Skills Commission was set up in 2017 to: identify the skills and productivity challenges in the region; identify the causes of low productivity and skills; and make practical recommendations to address these. The challenges facing the West Midlands included low productivity; low employment rate; high youth employment and low educational attainment. The Committee were informed that figures demonstrated a more favourable employment and skills situation in Coventry compared to the West Midlands average, although there were pockets of deprivation with correspondingly poor employment and skills profiles.

The report referred to the WMCA Regional Skills Plan which set out the priorities for the next three years to address the challenges highlighted. The development of the plan had involved extensive engagement with key stakeholders and stakeholder groups. The plan deliberately focused on actions – what the WMCA

and key stakeholders could and would do to improve the regional skills base. It aimed for: more people in employment; more people in higher skilled jobs; more skilled employees to support business growth and productivity; all communities benefitting from the region's economic growth; and an agile and responsive skills system that is more aligned to the needs of business and individuals.

The Committee noted that the Plan also fulfilled a key role in commissioning the future delivery of the Adult Education Budget. This would transfer to the WMCA from 2019/20, however, for 2018/9, the region's colleges and adult and community learning providers would set out how they intended to respond to key local and regional priorities. The Plan detailed five key action areas:

- i) Prepare our young people for future life and work
- ii) Create regional networks of specialist, technical education and training
- iii) Accelerate the take-up of good quality Apprenticeships across the region
- iv) Deliver inclusive growth by giving more people the skills to get and sustain good jobs and careers
- v) Strengthen collaboration between partners to support achieving more collectively

The report set out the achievements to date in these five key areas.

Further information was provided on the Adult Education Budget (AEB) which was anticipated to be to be circa £126m for the academic year 2019/10. This was to be confirmed before the end of January 2019. Regional control over the AEB funding policy and rules, through the WMCA, would better enable regional priorities to be met. The WMCA would ensure that this funding supported residents in the region to gain qualifications and employment as well as those in low income jobs to upskill and improve their earning potential. It was intended that the WMCA would work with the region's local authorities, colleges and training providers to ensure that the courses offered provide learners with the right skills and qualifications for the region's growth sectors. It was clarified that the Council and Coventry College would continue to receive the same amount of grant funding in 2019/20 as the previous year, £8.6m.

It was highlighted that the WMCA was committed to collaboration with local areas to ensure maximum impact of devolved powers and funding for local people. Officers from the Council and Coventry and Warwickshire LEP had been closely involved in the development of the WMCA Productivity & Skills agenda and would continue to play a leading role as joint plans were put into action.

Members questioned the officers and representative on a number of issues and responses were provided, matters raised included:

- Further information on where there were gaps in productivity and how issues such as age were being dealt with
- How was gender considered
- Details of where vacancies weren't being filled and the skills gap
- Information about the help for residents with low or no skills
- What was being done for people from the hard to reach communities
- The support for people with no IT skills

- Further details about any evaluations that were undertaken, how could things that worked well in Coventry be replicated across the region
- Was more funding required to make a difference
- Further details about the proposals to address youth unemployment
- Further details about the devolved approach
- The importance of the involvement of local employers/ businesses.

**RESOLVED that the content of the report be noted.**

**42. Scrutiny Co-ordination Committee Work Programme 2018/2019 and Outstanding Issues**

The Committee considered their work programme for the current municipal year. Members were informed that following consideration of the 'LGA Corporate Peer Challenge – Outcome of Peer Challenge' report at Cabinet on 8<sup>th</sup> January, 2019 it had been agreed that Scrutiny Co-ordination Committee would monitor progress on the delivery of action plans arising from the Peer Review.

**RESOLVED that:**

**(1) The work programme be noted, including that the two 'if required' meetings scheduled for 6<sup>th</sup> February and 17<sup>th</sup> April will now be needed.**

**(2) Progress on the delivery of action plans arising from the Peer Review be included as an item on the work programme.**

**43. Any Other Items of Public Business**

There were no additional items of public business.

(Meeting closed at 12.20 pm)

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**Coventry City Council**  
**Minutes of the Meeting of Scrutiny Co-ordination Committee held at 10.30 am on**  
**Wednesday, 6 February 2019**

Present:

Members: Councillor T Khan (Chair)

Councillor A Andrews  
Councillor Clifford (Deputy Chair)  
Councillor J McNicholas  
Councillor C Miks (Substitute for Councillor N Akhtar)  
Councillor G Ridley  
Councillor R Singh

Employees (by Directorate):

Place D Blackburn, V Castree, A Chowns, C Hickin, G Holmes, B Massey, T Miller

People M Bashir

Apologies Councillors N Akhtar, B Kaur and M Mutton

## **Public Business**

### **44. Declarations of Interest**

There were no declarations of interest.

### **45. Scrutiny Management**

In accordance with the Constitution, the Scrutiny Co-ordination Committee were informed that Councillor T Khan, Chair of the Scrutiny Co-ordination Committee, attended the Cabinet meeting held on 8 January, 2019 for the following items:-

Selective Licensing – Consultation

Additional Licensing - Consultation

Councillor Khan agreed that the decisions were urgent and that call in should not apply. These matters were reported to inform the Committee of the reason for urgency which was that in both instances, due to the breadth of the consultations required, the need for the consultations to commence at the earliest opportunity so as not to delay the proposed timetable for implementation.

### **46. Selective Licensing - Consultation**

The Scrutiny Co-ordination Committee considered a Briefing Note and presentation of the Deputy Chief Executive (Place) considering the public consultation currently being carried out to consider the proposed Selective

Licensing Scheme for areas of the city. Further views or inputs into the scheme were sought from the Committee. The Committee were provided with the Cabinet Report from 8 January, 2019 setting out proposals for a Selective Licensing Scheme in Coventry. Appendices to the report provided: The Selective Licensing Feasibility Report 2018; LSOA Maps; Selective Licensing Policy 2018; RICS Private Rented Sector Code of Practice; Timeline for Selective Licensing; Selective Licensing Fees and Charges; and Equalities Impact Assessment.

The provision of good quality housing for Coventry residents was a key priority for the City Council. The adopted Coventry Local Plan 2016 detailed how Coventry City Council would meet the future housing needs up to 2031. There was also a need to consider the City's existing housing stock and in particular the quality of homes provided via the Private Rented Sector (PRS). The Private Rented Sector in Coventry had seen considerable growth over the past 20 years, the 2001 Census reported the sector to be around 13% which had increased to around 21% by 2011, making Coventry the region in the West Midlands with the largest PRS.

The Committee were informed about the criteria for an area to be included in the Selective Licensing Scheme. There were 2 stages. Stage 1 required "High level" of PRS properties which is equal or above national average (20%). If an area has less than 20% it does not pass Stage 1.

To pass Stage 2 an area needs to suffer from one or more;

- Low Demand
- ASB
- Property Conditions
- Migration
- Deprivation and Crime

The areas considered were at Lower Super Output areas, which is the smallest area that data is available for.

The proposed fees and charges had been developed in order to reach an appropriate fee to consult on the proposed structure of the scheme. The proposed fees attempted to provide incentives for compliant landlords whilst providing sufficient resources to ensure that the scheme could be effectively delivered, and every property could be inspected before a licence was issued.

Licences would include all of the mandatory conditions required under the legislation, for example, providing gas and electrical certificates and maintaining health and safety standards, as well as additional (discretionary) licence conditions to address issues such as ASB and environmental / management issues.

The City Council was required to consult on the proposals, the results of which would influence the final structure and fees and charges for the scheme. The Committee were asked to comment on the proposals as part of the consultation.

The Committee questioned the officers and representatives on a number of issues and responses were provided, matters raised included:

- Clarification on the fee structure
- Consultation process – how are officers including landlords?

- Discussion about the two stages of criteria that were needed to be met for an area to be considered as part of the scheme.
- The source of the data for these criteria and how often the data would be reassessed.
- How the scheme will be monitored to assess effectiveness.
- How tenants will know if a property is licensed, whether there will be a public register.
- Clarification of the fee exemption for landlords who are enabling the Council to meet its homelessness duties.
- The powers and penalties the Council has for enforcement, including civil penalties.
- How information on prosecutions are reported back to elected members.
- Any plans to make DBS compulsory? Could make process timelier and more onerous. Inconsistency with taxi licensing
- How landlords outside of the scheme areas will be monitored

**RESOLVED that the Scrutiny Co-ordination Committee:**

**(1) Notes the content of the presentation**

**(2) Agrees that the following comments be considered as part of the consultation process:**

- i. **Officers review data in 12 months' time to check Stage 2 criteria for areas currently outside of the proposed selective licensing area**
- ii. **The number of prosecutions and enforcement actions is reported back to Members on a regular basis.**
- iii. **Ensure that the complaints process for tenants is not onerous.**
- iv. **That a poster or sign displaying the tenants' rights and responsibilities be part of the license requirements.**
- v. **Consider including DBS checks as part of the licensing process, as with taxi licensing.**
- vi. **Officers to continue working with ward members if the scheme is implemented**

**(3) Indicates that they are generally supportive of the proposed scheme**

**47. Additional Licensing - Consultation**

The Scrutiny Co-ordination Committee considered a Briefing Note and presentation of the Deputy Chief Executive (Place) which outlined the public consultation currently being carried out to consider the proposed Additional Licensing Scheme for the city. Further views or inputs into the scheme were sought from the Committee. The Committee were provided with the Cabinet Report from 8 January, 2019 setting out proposals for an Additional Licensing Scheme in Coventry. Appendices to the report provided: Additional Licensing

Feasibility Report 2018; HMO Licensing Policy 2018; RICS Private Rented Sector Code of Practice; Timeline for Additional Licensing; HMO Licence Fees and Charges; and Equalities Impact Assessment.

It was recognised that there were many good quality landlords operating in the City, but unfortunately there were also those who did not maintain their properties leaving tenants at risk and giving potential problems to neighbouring properties.

Under the Housing Act 2004 Government had legislated to provide local authorities with powers to tackle poor quality HMOs in the PRS through Mandatory Licensing, however this only related to those HMOs that had 5 or more occupants from two or more households.

Although planning policy had been developed to create and sustain an appropriate 'mixed and balanced communities', by encouraging the spread of sustainable and viable options for accommodation, the City did have large areas where HMOs within the PRS were substantial in number.

HMOs with 3 or 4 occupants from 2 or more households formed an unusually high percentage of houses in the City (approx. 63%) and provided much needed accommodation for residents, particularly students who would typically live in this type of accommodation following their first year at university. The designation of a Citywide Additional Licensing scheme would therefore enable the Council to regulate all HMOs.

The City Council was required to consult on the proposals, the results of which would influence the final structure and fees and charges for the scheme. The Committee were asked to comment on the proposals as part of the consultation.

The Committee questioned the officers and representatives on a number of issues and responses were provided, matters raised included:

- A clear definition of what an HMO is
- How tenants can be informed of their rights and responsibilities under the licensing scheme
- The powers of Article 4
- How the increase in purpose-built student accommodation, along-side a licensing scheme will bring houses back into use for families
- Exemptions of the fees for charitable organisations providing housing

**RESOLVED that the Scrutiny Co-ordination Committee:**

**(1) Notes the content of the presentation**

**(2) Agrees that the following comments be considered as part of the consultation process:**

- i. **The scheme should include a plain English definition of what is an HMO, including examples**
- ii. **The number of prosecutions and enforcement actions is reported back to Members on a regular basis.**
- iii. **Ensure that the complaints process for tenants is not onerous.**

- iv. **That a poster or sign displaying the tenants' rights and responsibilities be part of the license requirements.**
- v. **Consider including DBS checks as part of the licensing process, as with taxi licensing.**
- vi. **Officers to continue working with ward members if the scheme is implemented**

**(3) Indicates that they are generally supportive of the proposed scheme**

#### 48. **Draft Hate Crime Strategy Consultation**

The Scrutiny Co-ordination Committee considered a Briefing Note and presentation of the Deputy Chief Executive (Place) considering the public consultation currently being carried out to consider the draft Hate Crime Strategy.

The Committee were informed that Coventry Police and Crime Board and its partners recognise, even within a context of diminishing public finances and services, there is work to be done including building integrated communities, trust and resilience. Responding to hate crime whenever and wherever it occurs is crucial to making Coventry a place everyone can enjoy. The Partnership's response was to develop a viable Hate Crime Strategy

Hate Crime was defined as acts of violence or hostility directed at people because of who they are, or who someone thinks they are. There are five strands of monitored hate crime which are recorded:

- Disability
- Race
- Faith or religion
- Transgender identity
- Sexual orientation

The Hate Crime Strategy's aims were to:

- Promote Hate Crime Strategy to raise the profile of this issue.
- Build confidence in local communities that hate crime is taken seriously thus increasing reporting.
- Create partnerships between different services to respond to Hate Crime positively.
- Offer a tool that provides uniform response to all victims of Hate Crime.
- Identify responsibilities and priorities for action to challenge Hate Crime.

The Committee questioned the officers and representatives on a number of issues and responses were provided, matters raised included:

- Clarification on some of the data contained in the table, and where the data was sourced from. Also the nature of the hate crimes whether it was violence, discrimination, verbal abuse etc.
- What had caused the rise in reported hate crimes? Is the rise genuine or better reporting?
- Who the consultation process aimed at and ways to increase numbers of people involved in the consultation.

- Whether restorative justice was an appropriate intervention and whether it could be used more. an more be done?
- What is being done in schools and whether an education programme could be included in the action plan.
- Coventry having a good history of community relations which should be reflected in the strategy – a City of Peace and reconciliation.
- Importance of good community relations and preventing extremism.

**RESOLVED that the Scrutiny Co-ordination Committee:**

**(1) Agrees that the following comments be considered as part of the consultation process:**

- i. **More detail, if available to be provided in the strategy on the types of crimes reported e.g. violence, verbal abuse etc.**
- ii. **More focus on race and sexual orientation hate crimes as they are the highest comparatively**
- iii. **Consider restorative justice as an intervention**
- iv. **Include a programme for schools as part of the action plan for the strategy**
- v. **To include comparison data with other cities, not just at a West Midlands level**
- vi. **Promote Coventry's strong history of good community relation and being a City of peace and Reconciliation.**

**(2) Requests that the Action Plan be added to the Work Programme for Scrutiny Co-ordination Committee to monitor progress.**

**49. Report Back - 29th General Assembly of International Association of Peace Messenger Cities (IAPMC) in Volgograd**

The Scrutiny Co-ordination Committee considered a report of Councillor AS Khan, Deputy Leader of the Council, on attendance at the 29<sup>th</sup> General Assembly of International Association of Peace Messenger Cities in Volgograd.

United Nations Peace Messenger Cities were cities around the world that have volunteered for an initiative sponsored by the United Nations to promote peace and understanding between nations. The movement began in the International Year of Peace, 1986 and lasted until 1991, during that period 74 cities were chosen from among thousands and appointed as Messengers of Peace by the UN Secretary-General Javier Perez DeCuellar. Coventry is a Peace Messenger City.

Attendance at this Conference maintained Coventry's status as City of Peace and Reconciliation and also ensured we are globally connected with like-minded cities all over the globe.

**RESOLVED that the Scrutiny Co-ordination Committee notes the benefits of attending this globally significant conference.**

**50. Scrutiny Co-ordination Committee Work Programme 2018/2019 and Outstanding Issues**

The Scrutiny Co-ordination Committee considered and noted their Work Programme for 2018/19.

51. **Any Other Items of Public Business**

There were no items of urgent public business.

(Meeting closed at 12.50 pm)

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Coventry City Council

## Briefing note

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**To: Scrutiny Co-ordination Committee**  
**Date: 27<sup>th</sup> February 2019**

**Subject: Coventry City of Culture 2021**

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### **1 Purpose of the Note**

- 1.1 To update Members of the Committee on activity associated with Coventry City of Culture 2021

### **2 Recommendations**

- 2.1 Scrutiny Co-ordination Committee are recommended to:
  - 1) Note the content of the report at Appendix 1
  - 2) Receive a further progress report in September 2019
  - 3) Identify any recommendations for the Council's representatives on the Coventry City of Culture Trust

### **3 Information/Background**

- 3.1 At their meeting on 10<sup>th</sup> October, Scrutiny Co-ordination Committee received a briefing note and presentation on the progress with Coventry City of Culture 2021.
- 3.2 They requested an invitation be sent to the Creative Director to provide further progress report. This report can be found at Appendix 1.

Appendix 1: City of Culture Update

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## Coventry City Council Scrutiny Meeting

27<sup>th</sup> February 2019

Paper prepared by Martin Sutherland (Chief Executive) and Chenine Bhatena (Creative Director) on behalf Coventry City of Culture Trust.

In December 2017, it was announced that Coventry had won the competition to be named UK City of Culture in 2021. Since then, the independent charitable trust established to oversee the bidding process has been working with multiple partners and stakeholders to recruit team members who will be responsible for delivering the most exceptional programme and legacy for 2021 and beyond.

During the bidding process we developed a timeline, outlining key milestones for each year from 2018 through to 2022. We have included this at the end of this report, for reference, but outline key activities so far below:

### 1) **Build up programme begins**

We are committed to developing our programme with artists, organisations (cultural, community, educational and business) and residents of Coventry and in December 2018 launched our first campaign, **#humansofcov**. This year long programme will shine a spotlight on the everyday heroes in Coventry, individuals who champion the importance of human rights and who articulate the City's long-held commitment to peace and reconciliation. To deliver this programme we are working with Talking Birds who are currently commissioning 30 Coventry writers to develop a response to the 30 articles of the United Nation's Declaration of Human Rights. We will be inviting every school in Coventry to participate in a "flag for Human Rights" project led by Chinese artist, Ai Wei-Wei and co-commissioned by Amnesty International, Liberty, Humans Rights Watch and the Donmar Warehouse, National Theatre, Sadlers Wells, Tate and the City of Culture Trust. This project is now supported by local organisations including the RSC. [www.flytheflag.org.uk](http://www.flytheflag.org.uk)

In Summer 2019 we will be supporting six programmes that continue to develop our storytelling around Being Human (one of the themes in the bid document). We are supporting **Refugee Week** to grow and present 'Party in the City' in Broadgate for the first time, investing in local curation, local coordination/technical support and are working with the Refugee and Migrant Centre to develop creative writing projects with their members.

We are working with the City Council to support the production of the **Knife Angel**, a touring art installation created as a response to the national rise in knife crime. We will programme a series of activities around this in Spring/Summer 2019. We are supporting a national **Arts and Mental Health Conference** led by the Belgrade and the City Council; the **Change Festival** at Warwick Arts Centre which will focus on Climate Change and our green futures; and the **Coventry Social Arts Biennale** to commission a project with homeless people. We have commissioned Theatre Absolute to lead a **Writers Laboratory** in community hubs in neighbourhoods across the city, so that we can nurture writing skills and develop locally generated stories for our programme.

We are undertaking a Music health check for the city, to look at provision from talent pipeline to affordable studios and access to equipment, venues and performance opportunities, supply chains, licensing, planning and night time economy. This will provide recommendations for how we can strengthen our identity and processes as a Music City, representing music from all our communities.

Chenine has been attending 2021 programme meetings with the University of Warwick and Coventry University to discuss how their programmes will reach into communities and engage with local people. Chenine is supporting the City Council's new People Partnership Board, led by Director Gail Quinton. This board will ensure that forthcoming major events deliver for all people in the city, improving outcomes and tackling inequalities.

## 2) Recruiting key senior posts

In summer 2018 the Trust announced the appointment of Chenine Bhatena and Martin Sutherland as Creative Director and Chief Executive.

Chenine comes to the Trust from the Greater London Authority where she led the Mayor's Cultural Placemaking Team and conceived, designed and delivered the Mayor's London Borough of Culture competition. As London 2012 Creative Programmer for the Olympics/Paralympics she led London's biggest ever outdoor festival reaching over 2M people and securing over £20M in economic benefit; and at Arts Council England (London and national offices) she led strategic programmes for Outdoor Arts, producers, local authorities, young people and disability arts.

Martin was Chief Executive of Royal & Derngate theatres in Northampton for 11 years. During this time, he led the team to develop a shared services model, launch the Core at Corby Cube arts centre, and create the Northampton Filmhouse. Annually, the theatres produced at least five in-house drama productions, many of which toured across the UK and transferred to the West End, the National Theatre and Broadway.

More recently, the team has been boosted with the arrival of Jacob Gough as Production Director, formerly of the National Theatre of Wales and with James Trowsdale, as Head of Trusts and Foundations, a role he undertook for the City of Culture team in Hull. We are amidst a busy period of recruitment with candidates for Senior Producers, Producers, Digital Curator, Place Curator, Creative Assistant, Youthful Cities and Young People Programme Manager, Environmental and Green Futures Programme Manager, Commercial Manager and a Management Accountant all currently being sought.

In the next week we will commence the search for four Associate Producers who will be embedded within the teams at Grapevine, Positive Youth Foundation, the Coventry Refugee and Migrant Centre and the Law Centre; and for our Training and Apprenticeship Manager.

Looking further ahead, in June we will have recruited our Head of Volunteering who will work with partners across the City to develop our volunteering plan, through which we seek to engage with more than 16,000 volunteers as performers, city hosts and community activists.

## 3) Public Meetings

During the bidding process we led 60 hours of community conversations to inform the bid. In 2018 we continued leading community conversations in spaces across the city with the final one in July. Since July we recruited two Community Connectors who have been working closely with communities across the city. For Godiva Festival in September 2018, we invited community leaders to attend a reception to meet our Directors and to open discussions about involvement in 2021.

Between September-November in collaboration with the culture, health and communities' teams at the City Council, our Community Connectors have led one major meeting per month (on average), as well as supporting our community lunch in December at Fargo village and the launch of #HumansOfCov on 10 December, the 70<sup>th</sup> Anniversary of Human Rights. All these meetings have allowed us to work with local community centres and local catering SMEs, as well as to reach out into different parts of the city, to engage with people and hear what they want from 2021 as well as inform them of the opportunities ahead.

## 4) Artists Meetings and training events

Since autumn 2018 we have been attending meetings with CW10 (the major visitor economy and cultural organisations in the city/county), Friday 13<sup>th</sup> (a bi monthly meeting of local independent Coventry artists), the Visual Arts Network and the Coventry Cultural Education Partnership. Since October we have hosted fortnightly artist surgeries and thematic round tables, meeting artists,

## Appendix 1

organisations and individuals to discuss topics such as music, refugee communities, creative writing, women and leadership, and craft. These round tables have been hugely helpful in connecting us to many new creatives, helping us understand the range of work already happening as well as gaps, and to inform our approach to developing the programme and to working within communities.

We have been supporting the development of the digital skills of several arts organisations, through the delivery of our Digital Capacity Building programme. Beneficiaries include Belgrade Theatre, Shop Front Theatre, Culture Coventry, Highly Sprung and the Tin Music and Arts. Additionally, we have been distributing funds from DCMS to support further capacity building activity amongst the arts sector – with beneficiaries including Random String, the Shoot Festival, the Coventry Biennale, Coventry Cathedral, the Empire, the Kasbah and Warwick Arts Centre.

### **5) Key Conversations with national funding partners and sponsors**

We anticipate the total cost for the City of Culture project to be £40m (for the period up to end of March 2022), so we have significant financial targets to achieve. We have had some early successes with our fundraising and negotiations with partners and have confirmed £4m of funding from Arts Council England (with another £1m for legacy) which matched the commitments already made by Coventry City Council and WMCA. Recently, Warwickshire County Council has included a grant of £1m in their budget and we were awarded £200k from Spirit 2012 (the London Olympics legacy fund). We are now working on bids to national lottery and trusts/foundation funders including Heritage Lottery Fund, the Big Lottery, the British Council and Esmée Fairbairn. If successful, these will generate a further £6m towards our target. We are involved in several commercial sponsorship discussions, building on the success of the bid fundraising campaign and expect to make good progress in this area of fundraising in the coming months.

We worked closely with City Council colleagues to develop the case for support to the Treasury which resulted in £8.5m capital investment being secured for the City's cultural and heritage assets in the autumn budget in 2018.

In the Spring we are convening a meeting with all the major UK trusts and foundations to present our vision and to begin negotiations with each of them, identifying how they can support the project and legacy activity. From Spring we will also begin to host a series of "meet the funder" roadshows, inviting representatives of regional and national funders to Coventry to run workshops, lecture series and practical advice sessions with community organisations, artists and the cultural sector.

### **6) Audit of the web capacity of the city**

In addition to the digital capacity building activity we have also directly supported Culture Coventry as they upgrade their IT and deliver in-house training for their team. With ticketing partners across the city, we are developing a "middleware" system to enable centralised ticketing for 2021. Working with colleagues at the LEP we have begun to consider how we can engage with the 5G test bed and to capitalise on the opportunities that improved broadband connectivity will provide.

### **7) Capacity building and Development Fund launched**

We commissioned the Heart of England Community Foundation to manage our Road to 2021 fund – awarding grants of up to £10k to support community groups, arts organisations and artists to prepare for 2021. So far, we have awarded more than £100k and have just confirmed that we will be allocating another £125k to continue this work from April 2019. Recipients include Broad Street Meeting Hall, Friends of Howes School, P&Q Celtic Arts CIC, Positive Images Multicultural Festival, and Christopher-Elmer Gorry.

**8) Establish our research programme and confirm targets**

Working with our academic partners at the University of Warwick and Coventry University we have been developing our “Theory of Change” which articulates the short-term outputs from activities related to 2021 as well as the longer-term outcomes and impacts. We remain committed to developing a city-wide programme with which 80% of the city’s population can engage three times and which will attract 2.5m extra visitors to the city. We seek to work with 16,000 volunteers as hosts and performers and to see a 20% increase in participation by communities currently under-represented in cultural audiences or events. Having established these targets, we are now developing our monitoring and evaluation framework, including recruiting our Monitoring and Evaluation Officer. In the coming months we will expand this team to ensure that we fully capture the value of the investment into Coventry over the coming years.

**9) Establish media partnerships including with the BBC**

The BBC has convened a working group with senior managers from across their networks and departments, meeting in Coventry before Christmas. They are committed to working with the Trust to develop format and programming ideas, to identify news opportunities and to partner with the Trust and other city organisations to deliver events in Coventry in 2021. We aim to sign a Memorandum of Understanding this Spring. We have also begun discussions with Channel 4 and with regional commercial radio stations.

Next month, we will confirm our Campaigns Agency, who will be charged with developing our communications plan, which will include creating appropriate longer-term media partnerships.

**10) Feasibility studies around key programme**

We have been working with several consultants and advisors to undertake programme related research. Areas of expertise being provided include public art, digital, music, youthful cities, tourism, data and ticketing systems. We have also commissioned work to support our plans for working with the Belgrade, Culture Coventry and the Cathedral.

**11) Expanded work in schools**

We have been attending Cultural Education Partnership meetings and supported the development of an ambitious bid to the Arts Council, which would unlock significant investment for arts programmes in schools if successful. In the coming weeks, Chenine has meetings with senior leaders from across the primary and secondary school sector, having already established a positive relationship with City College.

**12) Identify key dates for tourism promotion**

In addition to planning for 2021, the team remain focussed on delivering the Cultural Destinations and Great Places programme. We are supporting the City Council in the development and delivery of the refreshed Destination Management Partnership and plan and have recently commissioned a Visitor Accommodation study, on behalf of the partnership, to help unlock investment in the city from hotel and visitor accommodation providers, ready for 2021 and beyond.

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## WHAT HAPPENS NEXT?

2018	2019	2020	2021	2022
<ul style="list-style-type: none"> <li>Build-up programme begins</li> <li>Recruiting key senior posts including Creative and Executive Directors</li> <li>Public meetings</li> <li>Artist meetings and training event</li> <li>Key conversations with national funding partners and sponsors</li> <li>Destination Management Plan created</li> </ul>	<ul style="list-style-type: none"> <li>Audit of the web capacity in the city</li> <li>Capacity Building and Development Fund launched</li> <li>Establish our research programme and confirm targets</li> <li>Establish media partnerships including the BBC</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of additional staff</li> <li>Feasibility studies around key programme</li> <li>Expanded work in schools</li> <li>Further public and artist events</li> <li>Identify key dates for tourism promotion</li> </ul>	<ul style="list-style-type: none"> <li>City of Culture 2021 programme released</li> <li>Volunteers recruited</li> <li>Launch new website</li> <li>Final stages of recruiting staff</li> </ul>	<ul style="list-style-type: none"> <li>Deliver 365 days of cultural events</li> <li>Reveal current progress against step changes</li> <li>Launch legacy plan for 2022 and beyond</li> <li>Evaluation and research impact</li> <li>Legacy programme and continuing activity</li> </ul>

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Please see page 2 onwards for background to items

<b>13<sup>th</sup> June 2018</b>
Child Poverty Strategy
<b>18<sup>th</sup> July 2018</b>
Delivering City Centre Capital Projects Scrutiny Work Programmes – 2018-19
<b>5<sup>th</sup> September 2018</b>
Meeting rearranged for 26 <sup>th</sup> September 2018
<b>26<sup>th</sup> September 2018</b>
Modernising Domestic Violence Abuse Services and Sexual Violence and Abuse Services West Midlands Combined Authority
<b>10<sup>th</sup> October 2018</b>
Council Performance Report 2017/18 City of Culture 2021
<b>14<sup>th</sup> November 2018</b>
Private Sector Housing Enforcement Policy 2018
<b>12<sup>th</sup> December 2018</b>
Homelessness and Housing Strategy Consultation Taxi Licensing Matters West Midlands Combined Authority
<b>23<sup>rd</sup> January 2019</b>
Coventry Tourism Strategy WMCA Productivity and Skills Strategy
<b>6<sup>th</sup> February 2019</b>
Selective Licensing - consultation Additional Licensing - consultation Draft Hate Crime Strategy Report back on attendance at the 29 <sup>th</sup> General Assembly of International Association of Peace Messenger Cities (IAPMC) 'International Forum of People's Diplomacy' in Volgograd
<b>27<sup>th</sup> February 2019</b>
City of Culture 2021
<b>3<sup>rd</sup> April 2019</b>
West Midlands Combined Authority Modernising Domestic Violence Abuse Services and Sexual Violence and Abuse Services Overseas Conference Reports
<b>17<sup>th</sup> April 2019</b>
St. Michael's Public Space Protection Order Draft Scrutiny Annual Report 2018-19
<b>2018/19</b>
Prevent Strategy West Midlands Combined Authority Renewal Plan Emergency Planning and Resilience Friargate Development Progress Update Community Safety Partnership Action Plan West Midlands Police Transformation Programme update Knife Crime and Gang Culture FGM
<b>2019-20</b>
Housing and Homelessness Strategy – 6 months progress report (September) Peer Review Progress Monitoring



SCRUCO Work Programme 2018/19

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>13<sup>th</sup> June 2018</b>	Child Poverty Strategy	Following a referral from the Education and Children's Services Scrutiny Board, the Board will consider aspects and the actions arising from the Child Poverty Strategy	Liz Gaulton Cllr Caan
<b>18<sup>th</sup> July 2018</b>	Delivering City Centre Capital Projects		
	Scrutiny Work Programmes – 2018-19	To consider the work programme for the year, including suggestions from the All Scrutiny Members meeting on 18 <sup>th</sup> June	Adrian West
<b>5<sup>th</sup> September 2018</b>	Meeting rearranged for 26 <sup>th</sup> September 2018		
<b>26<sup>th</sup> September 2018</b>	Modernising Domestic Violence Abuse Services and Sexual Violence and Abuse Services	Last municipal year, Scrucro received a report on the Domestic Violence and Abuse Strategy. This will provide information about the commissioning process to support the strategy	Liz Gaulton Cllr AS Khan
	West Midlands Combined Authority	An update from the Board meetings on 20 <sup>th</sup> July and 14 <sup>th</sup> September and O&S from 4 <sup>th</sup> September	Cllr Duggins Cllr T Khan
<b>10<sup>th</sup> October 2018</b>	Council Performance Report 2017/18	To consider the Council's end of year performance report. Possibly to look at performance from a gender equality aspect.	Si Chun Lam Cllr Duggins
	City of Culture 2021	To scrutinise the developing plans for City of Culture including seeking assurance that there is sufficient capacity to deliver the programme and that other areas of the Council will not be overshadowed as a result. Also to look at governance arrangements.	David Cockcroft/ David Nuttall
<b>14<sup>th</sup> November 2018</b>	Private Sector Housing Enforcement Policy 2018	To scrutinise the report which went to Cabinet in October on Private Sector Enforcement Policy.	Davina Blackburn
<b>12<sup>th</sup> December 2018</b>	Homelessness and Housing Strategy Consultation	Following a meeting on 24 <sup>th</sup> January 2018, Scrucro requested a further item on this subject. To include contribution from service	Mark Andrews Cllr Ruane

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
		users. To be included as part of the consultation on the strategy.	
	Taxi Licensing Matters	To discuss elements of the Taxi Licensing Matters report which went to Cabinet on 27/11/18, particularly the proposal to consult on a move away from age based vehicle licensing restrictions to a requirement based on emissions in support of Local Air Quality Management requirements	Andrew Walster
	West Midlands Combined Authority	An update on the Overview and Scrutiny business of the WMCA	Cllr Duggins Cllr T Khan
<b>23<sup>rd</sup> January 2019</b>	Coventry Tourism Strategy	At their meeting on the 27 <sup>th</sup> November Cabinet approved a tourism strategy and destination management plan – Coventry Tourism Strategy 2019-2023. Scruco will be able to consider further any actions or details developed since then.	Claire Mitchell David Nuttall Cllr O'Boyle
	WMCA Productivity and Skills Strategy	The Leader is the portfolio holder for this piece of work across the West Midlands Combined Authority and it cuts across the remits of SB2 and SB3. Members of these Boards to be invited when this item is considered	Cllr Duggins Cllr Maton Cllr O'Boyle Dr. Julie Nugent -WMCA
<b>6<sup>th</sup> February 2019</b>	Selective Licensing - consultation	Consultation for the proposed scheme was approved by Cabinet on 8 <sup>th</sup> January 2019. This is an opportunity for	Cllr AS Khan Cllr Ruane Adrian Chownes
	Additional Licensing - consultation	Members to contribute to the consultation before a decision on the final scheme is made.	
	Draft Hate Crime Strategy	The strategy will be in draft form for Members to contribute to the consultation	Cllr AS Khan Craig Hickin
	Report back on attendance at the 29 <sup>th</sup> General Assembly of International Association of Peace Messenger Cities (IAPMC) 'International Forum of	A report back on the visit by Cllrs P Akhtar, A Khan and J Mutton on 27 <sup>th</sup> October – 2 <sup>nd</sup> November 2018	Cllr P Akhtar Cllr AS Khan Cllr J Mutton

SCRUCO Work Programme 2018/19

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
	People's Diplomacy' in Volgograd		
<b>27<sup>th</sup> February 2019</b>	City of Culture 2021	Chenine Bhathena has been invited to attend the meeting and will provide a particular focus on how communities will be engaged as plans for 2021 are drawn up.	Cllr Duggins Martin Reeves David Nuttall
<b>3<sup>rd</sup> April 2019</b>	West Midlands Combined Authority	An update from the Board meeting on 8 March	Cllr Duggins
	Modernising Domestic Violence Abuse Services and Sexual Violence and Abuse Services	Following on from their meeting on 26 <sup>th</sup> September, the Committee requested a further update on progress, including information on waiting times for counselling services	Liz Gaulton Paul Hargrave Cllr AS Khan
	Overseas Conference Reports	A report covering feedback from several overseas conferences	Adrian West
<b>17<sup>th</sup> April 2019</b>	St. Michael's Public Space Protection Order	A report on the consultation and final recommendations on the PSPO for St. Michael's Ward	Craig Hickin Cllr AS Khan
	Draft Scrutiny Annual Report 2018-19	So Members can comment on the draft before it goes to Council early in the Municipal year 2019-20	Cllr T Khan Adrian West
<b>2018/19</b>			
	Prevent Strategy	To receive an update on the Prevent Strategy and duties associated with it.	Chief Superintendent Danny Long Geoff Thomas
	West Midlands Combined Authority Renewal Plan	SCRUCO will invite WMCA Mayor, Andy Street, to discuss his renewal plan.	
	Emergency Planning and Resilience	Following the item in October 2017, SCRUCO requested that an item on Emergency Planning and Resilience is brought to the Board annual to enable them to review the arrangements in the city to minimise risks, respond to emergencies, ensure effective communication and provide reassurance.	Michael Enderby Cllr Duggins

Date	Title	Detail	Cabinet Member/ Lead Officer
	Friargate Development Progress Update	Referred by SB1 to SCRUCO on 18 <sup>th</sup> April 2018. To look at the whole development, including the Station Master Plan and the progress of Friargate 2 to include financial information.	David Cockcroft
	Community Safety Partnership Action Plan	To look in detail at the action plan for the Community Safety Partnership	Craig Hickin Cllr AS Khan
	West Midlands Police Transformation Programme update	An update on progress on local policing.	Cllr AS Khan Craig Hickin
	Knife Crime and Gang Culture	To look in more detail about how a whole system public health approach can reduce knife crime and gang culture – also to include the work of the police panels in schools	Liz Gaulton Cllr Caan
	FGM		
<b>2019-20</b>	Housing and Homelessness Strategy – 6 months progress report (September)	At their meeting on 12 <sup>th</sup> December, Members requested a progress report on the strategy 6 months from being implemented.	Cllr Ruane
	Peer Review Progress Monitoring	Following the agreement at Cabinet on the 8th January, it was agreed that Scrucoco would monitor progress on the delivery of the actions plan arising from the Peer Review.	Michelle McGinty Cllr Duggins
	Welfare Reform Working Together Group – progress report	To hear on the work of the WRWTG and their progress on mitigating the impact of welfare reform across the city	Tina Wukics