

## Appendix 1

### 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.

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### 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,

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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 Esmee 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></ul>

