



Communities and Neighbourhoods Scrutiny Board (4)

Time and Date

4.00 pm on Wednesday, 14th January, 2015

Place

Committee Rooms 2 and 3 - Council House

Public Business

1. **Apologies and Substitutions**
2. **Declarations of Interest**
3. **Minutes**
 - (a) To agree the minutes of the Communities and Neighbourhoods Scrutiny Board (4) meeting held on 26th November 2014 (Pages 3 - 6)
 - (b) Matters Arising
4. **Active Citizens, Strong Communities Strategy and Implementation Plan (formerly Asset Based Working)** (Pages 7 - 24)
Briefing Note of the Director of Public Health
5. **UK City of Culture and European Capital of Culture** (Pages 25 - 44)
Briefing Note of the Executive Director, Place
6. **Work Programme 2014/15** (Pages 45 - 48)
Report of the Scrutiny Co-ordinator
7. **Meeting Evaluation**
8. **Any other items of public business**
Any other items of public business which the Chair decides to take as matters of urgency because of the special circumstances involved.

Private Business

Nil

Chris West, Executive Director, Resources, Council House Coventry

Tuesday, 6 January 2015

Note: The person to contact about the agenda and documents for this meeting is Matthew Rossi (Tel: 024 7683 3079).

Membership: Councillors M Auluck, M Hammon, L Harvard, T Khan, C Miks, K Mulhall, B Singh (Chair), D Skinner and R Thay

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.

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Coventry City Council
Minutes of the Meeting of Communities and Neighbourhoods Scrutiny Board (4)
held at 4.00 pm on Wednesday, 26 November 2014

Present:

Members: Councillor B Singh (Chair)
 Councillor J Clifford (Substitute for Councillor M Auluck)
 Councillor L Harvard
 Councillor C Miks
 Councillor K Mulhall
 Councillor D Skinner
 Councillor R Thay

Other Members: Councillor R Lancaster, Cabinet Member for Public Services

Employees (by Directorate):

 P Boulton, Place Directorate
 K Larsen, Resources Directorate
 M Rossi, Resources Directorate
 M Shafie, Place Directorate
 S Tharme, Place Directorate

Apologies: Councillor F Abbott, M Auluck and M Hammon

Public Business

13. Declaration of Interest

There were no disclosable pecuniary interests declared.

14. Minutes

The minutes of the Communities and Neighbourhoods Scrutiny Board (4) meeting held on 17th September 2014 were signed as a true record. There were no matters arising from the minutes.

15. Cycle Coventry – Post March 2015

The Scrutiny Board considered a briefing note and presentation of the Cycle Coventry Programme Manager, setting out plans for a cycling programme after March 2015.

The funding for Cycle Coventry was due to expire on 31st March 2015 and the Scrutiny Board received an over view of the work completed to date and funding arrangements and further opportunities for funding cycle and pedestrian provision across the City from April 2015.

The Scrutiny Board discussed monitoring cycle routes across the City and noted that 15 sites were currently monitored, which included Hearsall Common, the Railway Station and both Coventry and Warwick University. No aspirational targets had been set by the City Council, but the Scrutiny Board considered this to be a good way of monitoring further usage.

Children's cycle training was currently running in a number of schools in Coventry, mainly in priority neighbourhoods. Members were requested to forward any requests for specific Schools, who would benefit from cycle training, to the Cycle Coventry Programme Manager.

The Scrutiny Board noted the number of large employers, secondary schools, colleges and universities who were currently engaged with Cycle Coventry. Members noted that a leaflet had been produced to raise safety awareness for cycling, called "Light Fabulous", and requested that the leaflet be sent to Members of the Board.

RESOLVED, that the Scrutiny Board: -

- 1. Support the continuation of the Cycle Coventry programme, seeking additional funding where possible.**
- 2. Support the improvements and route provision on the network as set out in the proposed Cycling Strategy.**
- 3. Support the provision of cycle training and bike maintenance courses to the population of Coventry, in particular focussing on those areas of the City in greatest need.**
- 4. Requested that Officers explore setting aspirational targets for cycle route usage through regular monitoring.**
- 5. Requested Officers to send the "Light Fabulous" leaflet to Members of the Board.**

16. Enforcement Techniques to Improve Journey Times and Keep Traffic Moving Safely

The Scrutiny Board considered a briefing note and presentation of the Team Manager (Traffic and Road Safety), which provided an overview of Coventry's use of civil enforcement and other associated techniques in an effective management of the City's road network.

Members spoke in support of the Community Speed Watch initiative, which enabled members of the community to become actively involved in road safety by monitoring speeds at safe locations with speed detection equipment.

The Scrutiny Board supported the use of the ANPR (Automatic Number Plate Recognition) enforcement and noted that it was due to become operational early in 2015. Members requested that a communication be sent to all Members when the ANPR system becomes active.

Members drew attention to a number of ward specific issues relating to bus lanes and traffic congestion near to the Railway Station on Stoney Road, Binley Road and Cromwell Lane, and requested that Ward Members receive an update on each.

RESOLVED, that the Scrutiny Board –

- 1. Noted the contents of the briefing note.**
- 2. Requested that further details relating to the Community Speed Watch scheme be sent to Members of the Board.**
- 3. Requested that a communication be sent to all Members when the ANRP system becomes active.**
- 4. Requested that the Cabinet Member (Public Services) considers the use of bus lanes in Coventry.**

17. Work Programme 2014-15

The Scrutiny Board noted the contents of the briefing note and noted that Bus Lanes would be an item for consideration early in 2015.

18. Meeting Evaluation

The Scrutiny Board evaluated the meeting and suggested that Survey Monkey be used as method of evaluation for future meetings.

19. Any other items of public business

There were no additional items of public business.

(Meeting closed at 5.40 pm)

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Coventry City Council

Briefing note

To: Community and Neighbourhoods Scrutiny Board (4)

Date: 14/01/2015

Subject: Active citizens, Strong Communities Strategy and Implementation Plan (formerly Asset Based Working)

1 Purpose of the Note

- 1.1 To update Scrutiny Board (4) on progress implementing the Active Citizens, Strong Communities strategy.

2 Recommendations

- 2.1 That Scrutiny Board (Communities and Neighbourhoods) is asked to note the contents of the Active Citizens, Strong Communities Strategy and Initial Implementation Plan (Appendix 1) and is invited to make additional recommendations regarding priorities and implementation.
- 2.2 That the Director of Public Health reports back to Scrutiny Board (Communities and Neighbourhoods) on progress and to recommend further priorities for implementing the strategy in 2016.

3 Information/ Background

- 3.1 The Council wants Coventry to be ambitious for itself and its citizens. It is committed, through the Council Plan, to making the city a globally connected city that is attractive to businesses and investors – but also locally committed to improving the quality of life for all our residents. It is also committed to make sure that economic growth and investment in the city benefits local people. The Council recognises that the best way for this to happen is to enable and empower residents, communities and groups to use and develop their own skills and potential to take control over their own lives. This is especially true at a time when the Council's resources are being significantly reduced.
- 3.2 The Council Plan approved by Cabinet in January 2014 sets out the Council's ambition to have new conversations with residents, communities and partners, enabling them to do more for themselves by encouraging residents to become active citizens; engaging with communities to involve them; and working with partner agencies in the voluntary, public and private sectors.
- 3.3 As part of this, the Council is committed to engaging with communities to involve them in uncovering and using their own skills, talents and resources to achieve their ambitions; shaping and improving local services and designing and implementing solutions that meet

local need. This is an opportunity to have fresh conversations with residents, communities and partners to explore different ways of getting things done.

- 3.4 On the 17th September 2014, Scrutiny Board (Communities and Neighbourhoods) received a briefing note and presentation from the Deputy Director of Public Health on emerging plans to develop asset based working. Scrutiny Board (Communities and Neighbourhoods) resolved to note the contents of this paper and recommended that their comments should be used to inform the development of a strategy and work programme for Asset Based Working in Coventry.
- 3.5 On the 17th December 2014, the Active Citizens, Strong Communities Strategy and Implementation Plan was jointly endorsed by the Cabinet Member for Health and Adult Services and Cabinet Member for Community Development and Social Enterprises. It was recommended that the Scrutiny Board (Communities and Neighbourhoods) be invited to contribute suggestions regarding priorities and implementation and that the Director of Public Health should report back to the Cabinet Member for Health and Adult Services and Cabinet Member for Community Development and Social Enterprises in June 2016.
- 3.6 The Strategy and Initial Implementation Plan will continue to be revised and updated as resources are identified externally and with partner agencies locally to support the growth and development of this work. A number of bids to external funding agencies have been developed and a key part of the strategy is to identify external resources to support this work programme.
- 3.7 Implementation of the Strategy will be overseen by a multi-agency partnership, chaired by the Police Commander for Coventry and supported by the Council's Insight, Public Health and Community Development teams. This group will report to the Cabinet Member for Health and Adult Services and Cabinet Member for Community Development and Social Enterprises and to Coventry's Health and Well-being Board.
- 3.8 The Strategy and Implementation Plan reflect key priorities identified by Scrutiny Board (Communities and Neighbourhoods) at its meeting on the 17th September. As a result of this session a number of changes have been made to the work programme. The name of the programme has been changed to 'Active Citizens, Strong Communities' in place of 'asset-based working'. A community directory / database is in development, due for completion in Spring. Plans are underway to improve promote better use of community facilities and community groups to reduce social isolation for older people, through the work of the Better Care (integrated health and social care) Programme. A working group has also been established to review how social media can be used to support this work, due to report in March 2015. Additional priorities will be incorporated into the Implementation Plan, following discussion with Scrutiny Board (Communities and Neighbourhoods) and will other local partners.

Report Author(s): Ruth Tennant

Name and Job Title: Deputy Director of Public Health

Directorate: Chief Executive's

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Joint Meeting of Cabinet Members (Health and Adult Services) and (Community Development, Co-operatives and Social Enterprise) 17th December 2014

Name of Cabinet Member:

Cabinet Member (Health and Adult Services) – Councillor Gingell
Cabinet Member (Community Development, Co-operatives and Social Enterprise) – Councillor Abbott

Director Approving Submission of the report:

Director of Public Health

Ward(s) affected:

All

Title:

Active Citizens, Strong Communities: Coventry's Asset-based Working Strategy and Initial Implementation Plan 2014-15

Is this a key decision?

No, however individual decisions required as a result of individual work-streams under the strategy may require Cabinet decision.

Executive Summary:

Asset based working' is an approach which recognises the resources, skills and knowledge that exist within local people, communities and organisations which contribute to health, well-being, community cohesion and local democracy. Locally, we describe this approach as one which aims to build active citizens and strong communities. This work seeks to recognise, value and maximise the collective resources of residents, professionals, businesses and organisations, rather than simply reacting to people's deficits, problems and needs.

The City Council's Medium Term Financial Strategy (MTFS) sets out the need to do things differently by considering alternative service delivery models and options for delivering service outcomes in different ways with less reliance on Council delivered services. This strategy complements the MTFS by defining an approach that will seek to build community capability at a time of reducing resources across the public sector.

The strategy, which has been developed by a range of partners, proposes action in five areas. These are:

1. Building capacity locally to support asset based working, through the development of a local Centre for Excellence and continued development of the City Council's Community Development Service
2. Co-designing and co-delivering local services with local people.
3. Supporting staff across a range of organisations to work differently
4. Working with local statutory and voluntary sector partners to access external funding to support and develop this work
5. Evaluating the impact of this work locally

The strategy will be delivered through the implementation of the Active Citizens, Strong Communities Action Plan.

Recommendations:

1. That the Cabinet Member for Health and Adult Services and the Cabinet Member Community Development, Co-operatives and Social Enterprise endorse the policy direction of the emerging strategy and the initial implementation plan
2. That Scrutiny Board (Communities and Neighbourhoods) is invited to contribute suggestions regarding priorities and implementation
3. That the Director of Public Health reports back to the Cabinet Member for Health and Adult Services and the Cabinet Member Community Development, Co-operatives and Social Enterprise by December 2015 to report progress and recommend further priorities for implementing the strategy during 2016.

List of Appendices included:

Active Citizens, Strong Communities: Coventry's Asset-based Working Strategy, Working and Delivering Together

Other useful background papers:

None.

Has it been or will it be considered by Scrutiny?

Yes, Scrutiny Board (Communities and Neighbourhoods) will consider it on 14th January 2014

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

Active Citizens, Strong Communities Group

Will this report go to Council?

No

Report title: Active Citizens, Strong Communities: Coventry's Asset-based Working Strategy and Initial Implementation Plan 2014-15

1. Context

- 1.1 The Council wants Coventry to be ambitious for itself and its citizens. It is committed to working with partners to make the city a globally connected city that is attractive to businesses and investors and also to improving the health and quality of life for all our residents.
- 1.2 The best way for this to happen is to enable and empower local people, communities and groups to use and develop their own skills and potential to take control over their own lives. This is especially true at a time when resources across the public sector are reducing, putting pressures on the ability to provide public services in the way that the Council and others have in the past. This provides an opportunity to have fresh and honest conversations with residents, communities and partners to explore different ways of getting things done.
- 1.3 There are already many good examples of individuals and groups across the city, doing more for themselves and working to support each other to build resilience in communities. It is important that the Council acknowledges and encourages this; it needs to enable individual initiatives to succeed and take care not to put obstacles in the way.
- 1.4 The Council's Kickstart initiative – and similar initiatives being carried out by other public sector organisations, recognises the need for a whole-scale shift in the culture of the workforce so that employees and elected members perceive their roles as enabling citizens to take charge of their own lives, rather than encouraging dependency on diminishing public services. This approach will be reinforced by the Council's emerging Customer Journey and City Centre First Strategies, which will be set out in the forthcoming Budget process and will continue to change the relationship between the Council and its citizens
- 1.5 It is therefore essential that the Council and local partners develop organisational capability to work differently with residents, communities and partners. There is expertise within the Council and other organisations across voluntary, community, statutory and private sectors that can be harnessed, shared and grown to enable wholesale change in the way that service providers and residents relate to each other. This is essential to achieving the scale of change that is required so that those who are most able to can reduce reliance on public services and scarce resources can be targeted on those who most need them.
- 1.6 There needs to be a more co-ordinated approach to enabling and empowering communities, which allows partners to exchange knowledge and skills and shares opportunities to promote this way of working.

2. Options considered and recommended proposal

- 2.1 The recommended proposal is that the Cabinet Members agree the broad policy direction set out in Active Citizens, Strong Communities: *Coventry's Asset Based Working Strategy* set out in Appendix 1.
- 2.2 Specifically, this includes the overall aim:

We want to encourage, enable and empower residents to be active citizens, building strong, involved communities and to be partners in reducing demand and improving services. We will work with local communities and local people to intervene before problems reach a crisis and to find solutions that reflect and build on local people's skills, experience and capability.

- 2.3 Delivery of the strategy will be guided by a set of principles, which make it clear that there needs to be a flexible approach to further developing and delivering the strategy. A linear process will not succeed: implementation requires on-going reflection and a learning-by-doing approach. The over-arching principles are:
- Getting this right will require a step-change in how we do business. This will not happen overnight and will need to be tested out in a few areas, building on the best of what is already out there, to demonstrate how it can work in practice and then industrialising this approach.
 - The work has implications for how we all work and the attitudes and skills of staff across a range of organisations. It will need statutory agencies and other people who deliver services or support communities to devolve power, deepen relationships with local people and promote co-produced services.
 - We need to make it possible for people to meet needs informally, looking at what people can do and want to do (an asset-based approach), rather than just what they can't do (a needs based approach).
 - This work is going on already (see examples in the Appendix) and we need to learn from the best: staff who are already co-designing services with local people, elected members' local knowledge, connections and influence and voluntary and community groups who have stepped in and found their own solutions.
- 2.4 The advantage of the proposed approach is that it will enable the Council to benefit from the pooling of resources (knowledge, skills and employees) across partner organisations. This is much more likely to have a quicker and deeper impact on the way the Council relates to citizens and communities.
- 2.5 An *alternative option* would be for the Council to develop and deliver its own strategy. However this is not recommended as it would have access to far fewer resources / learning opportunities and would not be able to effect the rapid change that is needed to work differently with citizens and communities at this time of wholesale service review, precipitated by budgetary pressures across the Council and wider public sector.
- 2.6 A *do nothing* option is not sustainable in the light of the Council's Medium Term Financial Strategy and similar budget challenges across the public sector. Failure to fundamentally change expectations of citizens and enable / empower individuals (who can) to do more for themselves and to support each other would leave those who are less able to do so more vulnerable. The unintended consequence of that could be that the Council is forced to provide more high cost crisis support services to the most vulnerable individuals in the city.

3. Results of consultation undertaken

- 3.1 Implementation of the strategy would further strengthen the way that the Council conducts consultations. It would enable opportunities to meaningfully involve citizens and partners in service re-design and encourage co-delivery of a range of Council and other public sector services.
- 3.2 A range of organisations have been involved in developing the strategy and will be key to its implementation. This includes nationally-recognised organisations with proven expertise in this style of working. Those involved include: Coventry Law Centre, Grapevine, Voluntary Action Coventry, West Midlands Police, West Midlands Fire Service, Coventry & Rugby Clinical Commissioning Group, Whitefriars Housing, Coventry University and the University of Warwick. In addition, a telephone survey of local residents identified a substantial group of people locally who expressed a view that local people could do more to support their communities.

3.3 The nature of the proposed approach will mean that engagement with those organisations referred to above and many others from the community, voluntary and statutory sector will be on-going.

3.4 Where work under the strategy results in proposed changes to the way in which services are delivered, separate consultation will be conducted with relevant service users and partner organisations.

4. Timetable for implementing this decision

4.1 Implementation would begin immediately and would initially last until December 2015 although this will need to be an on-going programme of work.

4.2 Monitoring implementation of the strategy will be through the multi-agency Active Citizens, Strong Communities Group, chaired by West Midlands Police.

4.3 Monitoring impact of the strategy will be through evaluation of specific activities that are testing out new approaches and through the city-wide household survey.

4.4 Alongside implementation of the initial actions set out in the proposed Strategy (see Appendix) there will be a strong focus on learning about what works and recommendations for further priority actions will be made to Cabinet Members by December 2015.

5. Comments from Executive Director, Resources

5.1 Financial implications

Implementation of the strategy will mostly use existing human resources across the Council and in partner organisations. However, it is anticipated that funding from the ring-fenced Public Health budget will be used to support development of a voluntary sector-led Centre of Excellence. Specific proposals for this will be developed and approval sought through the Council's Procurement People Panel for this expenditure and with Member approval.

5.2 Legal implications

There are no specific legal implications arising out of this report. The Council will continue to deliver its statutory services to residents of Coventry. Asset-Based Working is intended to complement and contribute to the delivery of those services. The strategy will also help the Council meet its statutory obligation to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

Implementation of the strategy will contribute towards the following Council Plan priorities: *Improving the quality of life for Coventry People by working with local communities to: Create and attractive cleaner and greener city, make communities safer together with the police to reduce crime and anti-social behaviour; improve the health and well-being of local residents.*

6.2 How is risk being managed?

There are a number of risks associated with this work. In particular it is an ambitious agenda which will need buy-in from across multiple agencies at a time of significant change within these organisations. This will be managed by making sure there is a clear strategic commitment to proposals which are endorsed by multi-agency partnerships, including the Local Public Services Board, Coventry Partnership and Coventry's Health and Well-being Board as well as through the specific governance arrangements of each organisation that is involved in the delivery of this strategy.

The multi-agency Active Citizens, Strong Communities Group will regularly review implementation of the action plan and associated risks for each of the core workstreams.

6.3 What is the impact on the organisation?

Over time, this way of working is intended to support a radical shift in how we work with local communities, building on what communities are able to do for themselves and building in a greater focus on prevention and resilience. This is consistent with wider work going on across the council to re-shape how the organisation works and engages with local communities, enabling people to do more for themselves.

6.4 Equalities / EIA

Implementation of the strategy will involve working with citizens from all demographic groups, including those with characteristics protected under the Equality 2010 Act. It is likely to disproportionately benefit those who are most reliant on public services, which include many with protected characteristics, for example older people, younger people, women, disabled people and some from minority ethnic communities. In delivering the strategy, the Council will have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people. Where appropriate, the Council will conduct Equality Impact Assessments in respect of discrete areas of work under the strategy.

6.5 Implications for (or impact on) the environment

At this stage, there are no specific implications for, or impact on the environment. Individual proposals which have implications for the environment, such as co-design or co-delivery of environmental services will be subject to specific consideration of the wider impacts on the environment.

6.6 Implications for partner organisations?

Implementation of the strategy would contribute towards the Coventry Partnership priority of *Growing the City and Tackling Poverty through Early Action and Communities*. A wide range of organisations have been involved in development and would be involved in delivery (see 3.2 above).

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Members: Cllr Abbott	Cabinet Member (Community Development, Co-operatives and Social Enterprise)		12.11.14	17.11.14
Cllr Gingell	Cabinet Member (Health and Adult Services)		12.11.14	18.11.14

This report is published on the council's website:

www.coventry.gov.uk/councilmeetings

Appendix

Active citizens; strong and involved communities **Active citizens; partners in reducing demand and creating better services** Coventry's Asset-based working Strategy, Working and delivering together 2015-16

Background

We want Coventry to be ambitious for itself and its citizens. As partners we are committed to making the city a globally connected city that is attractive to businesses and investors and also to improving the health and quality of life for all our residents. We recognise that the best way for this to happen is to enable and empower local people, communities and groups to use and develop their own skills and potential to take control over their own lives. This is especially true at a time when resources across the public sector are reducing, putting pressures on our ability to provide public services in the way that we have in the past. This is an opportunity to have fresh & honest conversations with residents, communities and partners to explore different ways of getting things done. In the past, public services have often helped to foster dependency – rather than recognising the skills and assets that people, their families and their communities have. This may – inadvertently – have been promoted by our own staff and ways of working which have often encouraged people to see us as having the solutions to their problems – rather than as people who can support and enable people. Asset-based working attempts to foster new relationships with local people, recognising their skills and abilities and working with them to find new solutions to intractable problems.

Aim

We want to encourage, enable and empower residents to be active citizens, building strong, involved communities and to be partners in reducing demand and improving services for. We will work with local communities and local people to intervene before problems reach a crisis and to find solutions that reflect and build on local people's skills, experience and capability.

What does this mean?

In communities:

- Active communities that can help themselves and one another, neighbourliness, befriending, looking out for each other, give each other advice and help
- Inclusive, supportive communities that don't just tolerate each other but celebrate each other's achievements and successes.
- Improving the wellbeing & resilience of communities so they can take control of their lives, contribute & achieve their ambitions and aspirations and develop empowering relationships.

In services:

- Doing things differently that leads to real change, which leads to reducing demand for services.
- Preventing problems and intervening early, before issues reach a crisis.
- Finding solutions with local people and designing services jointly

Why do we need to change?

- An awareness that a 'one size fits all' approach does not work for many people
- Falling budgets across the whole of the public sector means that we have to rethink the way we provide services
- Increasing demand for local services as our population ages and the demographic make-up of the city changes

We acknowledge the concerns that this strategy could be seen as just about making cuts and getting local people to step in and replace non-statutory services. We believe this approach will be about making things work **better for everyone** - for residents, communities, service users and services.

The principles

This work will be driven by some over-arching principles:

- Getting this right will require a step-change in how we do business. This will not happen overnight and will need to be tested out in a few areas, building on the best of what is already out there, to demonstrate how it can work in practice and then industrialising this approach.
- The work has implications for how we all work and the attitudes and skills of staff across a range of organisations. It will need statutory agencies and other people who deliver services or support communities to devolve power, deepen relationships with local people and promote co-produced services.
- We need to make it possible for people to meet needs informally, looking at what people can do and want to do (an asset-based approach), rather than just what they can't do (a needs based approach).
- This work is going on already (see below) and we need to learn from the best: staff who are already co-designing services with local people, elected members' local knowledge, connections and influence and voluntary and community groups who have stepped in and found their own solutions.

What does this work look like?

There are clear examples of this work already happening across Coventry of which just some are identified below:

- Social Care - The Pod - social brokerage for people with long-standing mental health issues which supports them to take control of their own lives and identify what will help them to live healthy and fulfilled lives.
- Health - University Hospital Coventry & Warwickshire Ripple Project - connecting patients with chronic obstructive pulmonary disease to each other and their communities, recognising that patients often arrive at hospital because they are anxious and socially isolated.

- Voluntary and community sector – Grapevine, Coventry Law Centre, People Point who have a strong track-record in working alongside people and communities including families taking part in the Troubled Families programme in Willenhall and working with young migrants.
- The City Council's Community Development Service- adopting facilitative and enabling approaches from the beginning.
- The City Council's Parks Service in the Place Directorate that have been setting up, supporting and involving Friends Groups in the management and development of parks for a number of years.
- Community Wellbeing Project which has supported grass-roots community ideas to improve the wellbeing of their neighbours and community such as the Men's Shed programme in Spon End which is led by a community volunteer and supports men to develop healthy lifestyles. Using seed funding from the council, this scheme is now financially self-sufficient.
- Voluntary Action Coventry's Innovation and Development Fund, funded through Coventry and Rugby CCG and Public Health to support new forms of voluntary sector service delivery around screening, physical activity, HIV testing and unplanned hospital admissions. Many of these are delivered by smaller groups who have significantly developed their capacity as a result of this support. VAC is also linking new migrant communities into wider health initiatives such as how to confront and tackle Female Genital Mutilation.
- Coventry University's Neighbourhood University programme which is working with local communities to identify educational opportunities that meet their needs.
- Acting Early pilots of integrated services for children aged 0-5 and their families and carers which have been co-designed with local parents.
- Coventry's Age Friendly City which is a joint initiative between Age UK, Coventry City Council and the University of Coventry.
- Coventry and Rugby Clinical Commissioning Group's (CCG) Transformation Programmes are reviewing how asset based working will be integral to a new approach to services. Some examples of how the programmes will support it through specific work-streams are:
 - Diabetes – as part of improving the approach to education and information for people with diabetes, the CCG has invested in a 'Peer-to-Peer Scheme' to be delivered by Diabetes UK. This will recruit volunteers from the community to engage with patients about their condition and sign-post to education resources that are available.
 - Children, Young People & Maternity – As part of this programme, the CCG is working with other local agencies to redesign services for children and young people with mental health issues (CAMHS). Arden Commissioning Support Unit has commissioned a national charity, 'The Young Foundation', to undertake work with partners and professionals on the co-production and development of a new

model and specification for CAMHS services. This work is being carried out with local councils and 'Young Minds' – a local charity.

- Stroke – Currently looking at how the third sector could help deliver the new pathway being developed for Stroke Services. For example, the CCG currently fund the Stroke Association to provide an Information, Advice and Support Service (IAS), which supports stroke survivors and carers to cope with the anxiety of dealing with a Stroke.
- Dementia – The CCG is a key partner in the delivery of the first Coventry-wide dementia strategy. One of the deliverables of the transformation programme is to better equip carers to be able to look after people with dementia.

Identifying priority areas – what have we done so far?

Over the last year, we have started to grow expertise, share ideas across sectors about what this work should look like and get some practical work off the ground (see above). We have had early discussions with elected members within the City Council about what we should focus on, led by the Cabinet Member, Community Development, Co-operatives and Social Enterprise and Community and Neighbourhoods Scrutiny Board (4).

We have held a multi-agency stakeholder workshop to agree local areas for action, which has informed this draft. We have asked local people, through the Council's telephone survey, if they would like to get more involved in their local community: two in three people agreed that the Council should ask local people to do more for themselves with one in four giving the Council their contact details to find out more about how they could get more involved.

We have established a new group, the Active Citizens, Strong Communities Group which brings together partners from across the public sector, universities, business and voluntary sectors to develop new approaches to working with communities. This group, which is chaired by the Police Commander for Coventry, will champion, develop and review work already under way across the city. It will report to senior strategic groups bringing together leaders from across the city, including the Local Public Service Board and Health and Well-being Board as well as through the governance processes of each organisation on the group.

Five key pillars

Based on discussion to date, we are proposing five key pillars for this work, to be directed by the Active Citizens, Strong Communities group. This will include work that is already underway as well as new areas which need to be developed and agreed with partners.

• Building capacity

We will:

- Develop a voluntary sector-led local Centre of Excellence locally to take forward this work
- Continue to support the capability of the City Council's Community Development Service to build community capacity and support defined projects where we want to embed asset based working across the city (see below)
- Develop a city-wide database of community groups and resources to make it easy for people to identify community assets

- Undertake a review of how the Council engages residents and other key stakeholders in its decision-making, building on existing Coventry Partnership *informing, consulting and involving good practice standards*

- **Co-designing and co-delivering local services**

We will:

- Deliver a number of projects which will work with local people to co-design and co-deliver local services. This will include:
 - Develop new approaches to supporting older people to link into local community groups and activities, linked to the development of integrated health and social care and the Better Care Fund, to be led by the Council's Public Health Team working with Coventry and Rugby Clinical Commissioning Group and Coventry and Warwickshire Partnership Trust and the People Directorate.
 - Devolution of a park management and associated budget to local 'Friends of...' for a 1 year trial period, to be led by the Council's Place Directorate
 - Embedding co-design principles in the development of Coventry as an Age-Friendly City, to be led by Coventry University/ Public Health.
 - Support the development of new models of early intervention through two Early Action Pathfinders, to be led by Coventry Law Centre and ensure that the learning from this informs asset based approaches across the system.
 - Consider other opportunities to co-design or co-deliver services, as part of planned service redesign, including the Council's City Centre First/ suburban hub strategy and other service redesign work.
 - Develop community-led approaches to healthy weight, including developing a healthy food environment and community-led approaches to exercise (Coventry on the Move), to be led by Public Health.
 - Other projects, to be identified by partners.
- **Supporting staff to work differently**

We will

- Support a cohort of staff to develop new skills to work with local communities, including completing the multi-agency training programme 'Transforming Communities with Communities' programme.
- Identify local champions from this programme who can apply the learning to service redesign and promote the learning more widely.
- Work with the voluntary sector to identify what 'good' looks like: what are the core skills that staff need to deliver this way of working effectively.
- Bring together workforce and organisational development leads from across key partners to understand the future workforce skills to deliver this way of working across the whole workforce, drawing from learning in the voluntary sector and existing projects. Within the City Council, this will include looking at how this learning can be embedded in the Kickstart programme.

- Develop proposals to support staff to participate in voluntary activities to support the development of community led initiatives.
- **Working with local statutory and voluntary sector partners to access external funding**
We will:
Work with a range of agencies to lever in funding to support this work locally. Initially this will focus on:
 - Working with Coventry Law Centre to support, and if successful, implement a bid to the Early Action Neighbourhood Fund (January 2015).
 - Working with other partners to access additional funding to support projects aimed at building community capability.
- **Evaluating the impact of what we do**
We will:
 - Work with local universities to understand and evaluate the impact of this programme. We will do this by seeking external funding and research capability to support this evaluation, making sure that evaluation is used to support and refine the work programme as it develops.

Initial Implementation Plan

Implementation of the strategy needs to be flexible to maximise opportunities that emerge and to adapt to lessons learned along the way. Initial actions and indicative milestones are included in the table below.

Key Pillar	Action	Lead(s)	Milestones
1. Building Capacity	Develop a voluntary sector-led local Centre of Excellence	Ruth Tennant, Insight, Coventry City Council (CCC) Sara Roach, People Directorate, CCC	<ul style="list-style-type: none"> Secure political approval and transfer set-up funding from CCC by Mar 15 Explore and agree opportunities for pooling of resources / co-location by Mar 15
2. Co-designing and co-delivering local services	<p>Introduce and test co-production through People Directorate (supported through the Transforming Communities With Communities Action Learning Sets and the Community Development Service)</p> <p>Support and test co-production in</p> <ul style="list-style-type: none"> a) Parks b) Preventative support for older people (integrated neighbourhood team) c) Age-Friendly City 	<p>Michelle McGinty, People Directorate, CCC Helen Shankster, Insight, CCC</p> <p>Graeme Hood, CCC Valerie De Souza, CCG</p> <p>John Forde, CCC/ Coventry University/ Age UK</p>	<ul style="list-style-type: none"> Testing and lessons learned by Dec 15 Other areas to be agreed and brought on-line by Active Communities Group
3. Supporting staff to work differently	Deliver the Transforming Communities With Communities Programme	Ruth Tennant, Insight, CCC	<ul style="list-style-type: none"> Training completed and action learning sets initiated by Mar 15
	Identify and promote local champions within key services/agencies to lead abw projects, drawing on TCCP programme	Ruth Tennant/ Sara Roach	<ul style="list-style-type: none"> Champions identified by January 2015
	Develop proposals for training and workforce development that shares skills across the public and voluntary sector.	Grace Haynes, CCC & key partners	<ul style="list-style-type: none"> Training & development proposals agreed by March 15
	Work with the voluntary sector to identify what 'good' looks like	Ruth Tennant/ VAC	<ul style="list-style-type: none"> Voluntary sector led workshops to be complete by March 2015
	Develop a Coventry City Council Engagement Strategy to improve and promote greater participation by	Helen Shankster, Insight CCC	<ul style="list-style-type: none"> Outline strategy agreed by Cabinet by Jan 15

	communities		
4. Working with local statutory and voluntary sector partners to access external funding	Lead and support development of an Early Action Funding bid	Sue Bent, Coventry Law Centre, Grapevine, Insight CCC, Whitefriars, CCG	<ul style="list-style-type: none"> • Bid submitted by Nov 15 • Funders decision by Mar 15
5. Learning and review	Gather in learning from the initiatives above and review priorities for future implementation of the strategy	Insight, CCC	<ul style="list-style-type: none"> • Develop and agree research support to evaluate this programme • Report progress and recommendations for future priority actions to cabinet members by Dec 15

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Coventry City Council

Briefing Note

To: **Communities and Neighbourhoods Scrutiny Board (4)**

Date: **14 January 2015**

Subject: **UK City of Culture and European Capital of Culture**

1 Purpose of the Note

This briefing note provides the background for a presentation and discussion at the meeting of the Communities and Neighbourhoods Scrutiny Board (4) on 14 January 2015 concerning the European Capital of Culture and UK City of Culture programmes and the current Department for Culture, Media and Sport (DCMS) 'UK City of Culture Consultation'.

2 Recommendations

It is recommended that the Communities and Neighbourhoods Scrutiny Board (4):

- (i) Review the application processes for the UK City of Culture and European Capital of Culture programmes;
- (ii) Review and consider the Department for Culture, Media and Sport (DCMS) 'UK City of Culture consultation document';
- (iii) Recommend to Cabinet Member (Community Development, Co-operatives and Social Enterprise) considerations for inclusion in a response from Coventry City Council to the DCMS UK City of Culture consultation.

3 Information/Background

3.1 The European Capitals of Culture (ECoC) programme was created in 1985 as an intergovernmental initiative and was initially titled 'European Cities of Culture'. In 1999 the initiative transformed into a European Union (EU) action and is now considered by many to be the flagship cultural initiative of the EU. Decision 445/2014/EU provides for two Member States to host a European Capital of Culture each year.

3.2 Glasgow was the first UK city to be awarded the ECoC title (for 1990) and was followed by Liverpool (2008). The next ECoC title that UK cities can apply for is 2023.

3.3 The UK City of Culture programme was developed by the UK Government to build on the successes that Liverpool enjoyed as European Capital of Culture 2008 and those of the Cultural Olympiad in 2012. The UK City of Culture (UKCoC) programme is focused on creating a national cultural event, spread over the course of a title year, concentrated in a particular city or area.

3.4 Derry-Londonderry was the first UK City of Culture in 2013, following a competitive selection process conducted in 2009/10. Hull was selected as the next UK City of Culture for 2017, following a competitive selection process in 2013.

3.5 Continuing the four-year UKCoC cycle would result in the next two UKCoC title years being awarded for 2021 and 2025. However, due to the fact that the UK is scheduled to host a ECoC in 2023, DCMS is currently reviewing the timing of the next UKCoC competition.

3.6 DCMS launched its UK City of Culture Consultation in December 2014. The deadline for responses to the consultation is 23 January 2015.

4 European Capital of Culture

4.1 The ECoC programme is designed to highlight the richness and diversity of cultures in Europe and to highlight the common cultural aspects of cities and nations. The programme aims to bring the peoples of Europe closer together and improve mutual understanding, whilst fostering the contribution of culture to the development of title cities.

4.2 Research indicates that winning the ECoC title and hosting a year of cultural events can help to:

- Raise the international profile of cities
- Regenerate cities
- Enhance the image of cities in the eyes of local people and visitors
- Increase pride in a city
- Assist audience development for the cities' cultural offers and venues
- Provide a boost to tourism

4.3 In order to be selected as a ECoC, cities will have to demonstrate how they meet specified criteria within six categories, as follows:

- Long-term strategy
- Capacity to deliver
- Cultural and artistic content
- European dimension
- Outreach
- Management

4.4 Each of the six categories contains between two and four criteria. The criteria include requirements for a city to have a cultural strategy in operation, linked to its city development strategy. Plans must also strengthen the capacity of the cultural and creative sectors, including developing long-term links between the cultural, economic and social sectors in the candidate city.

4.5 Further detail on the six categories and criteria contained therein is outlined in 'European Capitals of Culture 2020 to 2033 – A guide for cities preparing to bid' (See Appendix 1).

4.6 The call for applications and the rules of procedure for each ECoC programme are issued by the national authority managing the process for the invited nation. The call includes the selection questionnaire which is based on a template from the European Commission (see Appendix 1), and is usually issued six years ahead of the title year.

4.7 It is anticipated that the competitive process to select the European Capital of Culture 2023 will be managed by DCMS. An expert panel, appointed by the European Commission, European Council, European Parliament, the Committee of the Regions, and DCMS will assess the applications against the criteria and will draw up a shortlist. The shortlisted cities will then be able to revise their applications in the light of the comments and feedback from the panel.

4.8 In the final selection stage, the panel will assess the revised applications from the shortlisted cities and select one city to recommend as ECoC for the UK in 2023. The selected city will then be designated by the UK Government at least four years before the year of the title. Between designation and the start of the year of the title, the city's progress will be monitored by the expert panel.

5 UK City of Culture

5.1 The UKCoC programme aims to:

- encourage the use of culture and creativity as a catalyst for change
- promote the development of new partnerships
- encourage ambition, innovation and inspiration in cultural and creative activity
- align the cultural excellence of national arts organisations to support the year with cultural highlights that will attract media attention, encourage national tourism and change perceptions

5.2 Research indicates that winning the UKCoC title and hosting a year of culture events can help cities to:

- attract more visitors
- increase media interest in the city
- bring community members together
- increase levels of professional artistic collaboration

5.3 The UK City of Culture is expected to deliver a high quality cultural programme that builds and expands on local strengths and reaches a wide variety of audiences, creating a demonstrable economic impact and a catalyst for regeneration as well as contributing to community cohesion and health and wellbeing.

5.4 Guidance for the 2017 UKCoC title further indicated that the successful city needed to present realistic and credible plans for managing, funding and delivering a distinctive programme. However, DCMS is clear in its current consultation document that cities and areas that bid for the title are expected to spell out their own vision for the UKCoC and how they will use it in making a step change in their area and creating a lasting legacy.

5.5 UK City of Culture is a UK-wide programme, developed by DCMS in consultation with the devolved administrations in Scotland, Wales and Northern Ireland. The competitive process to select the UK City of Culture is managed by DCMS, and supported by a working group representing a range of cultural organisations.

5.6 DCMS has recently indicated that the initial assessment process for the next UKCoC title will be based on assessment criteria set out by DCMS when the bidding process begins, and will be carried out by expert assessors appointed by DCMS. The expert assessors will then provide advice and recommendations to an Independent Advisory Panel, appointed by DCMS, at the shortlisting stage. The shortlisted cities will be able to revise their applications in the light of the comments and feedback from the Panel.

5.7 The Panel will make recommendations on the award, but the final decision to award the title will be made by the Secretary of State for Culture, Media and Sport.

6 DCMS UK City of Culture Consultation

6.1 In December 2014, DCMS published a UK City of Culture consultation document. The purpose of the consultation is to assess the appetite amongst potential candidate cities to bid for one or both (UKCoC and ECoC) titles, and the willingness and ability of funding

organisations to support both UK and European Cultural programmes within a short timeframe.

- 6.2 The DCMS UK City of Culture Consultation document is attached at Appendix 2. The consultation document invites responses to four questions over two sections – UK City of Culture Timings (Part 1) and Future of the UK City of Culture (Part 2).
- 6.3 The consultation questions invite consideration and comment on whether DCMS should run a UK City of Culture 2021 competition; the potential impact of overlap between UK City of Culture 2021 and European Capital of Culture 2023 application processes; how future UKCoC competitions should be funded; and what sort of organisation is required to support the UKCoC programme.
- 6.4 The closing date for responding to the consultation is 23 January 2015.

7 Officer Contact Details

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APPENDIX 1: Reference Documents

UK City of Culture

1. 'UK City of Culture consultation document'(Department for Culture, Media and Sport)
2. UK City of Culture 2017: Guidance for Bidding Cities' (Department for Culture, Media and Sport)

European Capitals of Culture

1. 'Call for Submission of Applications for the Union Action "European Capital of Culture" for the Year [YYYY] in [MS x]' (European Parliament)
2. 'European Capitals of Culture 2020 to 2033: A guide for cities preparing to bid' (European Parliament)
3. 'European Capitals of Culture (ECoC) 2020-2033: Guidelines for the cities' own evaluations of the results of each ECoC' (European Parliament)
4. 'European Capitals of Culture: Success Strategies and Long-Term Effects' (European Parliament)
5. 'The European Capitals of Culture (ECOC) Post-2019 Online Consultation: Analysis of the Results' (ECORYS)
6. 'Interim evaluation of selection and monitoring procedures of the European Capitals of Culture (ECOC) 2010-2016: Final report' (ECORYS)
7. 'Creating an impact: Liverpool's experience as European Capital of Culture' (University of Liverpool/Liverpool John Moore's University)

APPENDIX 2: UK City of Culture consultation document



Department
for Culture
Media & Sport

UK City of Culture consultation document

December 2014

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Summary

1. The Department for Culture, Media and Sport runs the competition for the UK City of Culture. This programme, inspired by Liverpool's time as European Capital of Culture in 2008, is more than just a title: it uses culture and creativity to bring communities together, start new dialogues and help artistic talent to grow.
2. Derry-Londonderry was the first UK City of Culture 2013, following a competitive selection process in 2009/10. Hull was selected as UK City of Culture 2017, following a competitive selection process in 2013.
3. Continuing the four year cycle would result in the next UK City of Culture year being held in 2021. However, due to the fact that the UK is scheduled to host a European Capital of Culture in 2023, DCMS is currently reviewing the timing of the next UK City of Culture competition.
4. DCMS will be responsible for the running of the selection process for both the UK City of Culture and European Capital of Culture competitions, although the European Capital of Culture competition will be overseen by the European Commission.
5. If the DCMS decided to run UK City of Culture competitions in 2021 and 2025, this would result in three competitions in a five year period.
6. The purpose of this consultation is to assess the appetite amongst potential candidate cities to bid for one or both titles, and the willingness and ability of funding organisations to support both UK City of Culture and European Capital of Culture within a short timeframe.
7. Please email your response to melanie.crew@culture.gov.uk by Friday 23 January.

Background

UK City of Culture

What is the UK City of Culture?

1. The UK City of Culture programme was developed by the UK Government to build on the success of Liverpool as European Capital of Culture 2008 and the Cultural Olympiad in 2012, by creating a national cultural event spread over a year, focused on a particular city or area.
2. The programme aims to:
 - encourage the use of culture and creativity as a catalyst for change,
 - promote the development of new partnerships
 - encourage ambition, innovation and inspiration in cultural and creative activity
 - align the cultural excellence of national arts organisations to support the year with cultural highlights that will attract media attention, encourage national tourism and change perceptions
3. Winning the title and hosting a year of cultural events helps cities to:
 - attract more visitors
 - increase media interest in the city
 - bring community members together
 - increase levels of professional artistic collaboration
4. Over 1m people visited Derry-Londonderry during the City of Culture year.¹ And it is estimated that being the UK City of Culture 2017 will deliver a £60million boost to Hull's local economy in 2017 alone².

What is the criteria for selection?

5. The UK City of Culture is expected to deliver a high quality cultural programme that builds and expands on local strengths and reaches a wide variety of audiences, creating a demonstrable economic impact and a catalyst for regeneration as well as contributing to community cohesion and health and wellbeing.
6. Cities and areas that bid for the title are expected to spell out their own vision for UK City of Culture and how they will use it in making a step change in their area and creating a lasting legacy.

¹ <http://www.derrycity.gov.uk/DerryCitySite/files/76/76901904-60cb-41bb-b7ef-783443bc21d8.pdf>

² http://www.hullcc.gov.uk/portal/page?_pageid=221,674011&_dad=portal&_schema=PORTAL&p_id=4924&p_mont h=Nov-13&p_page_number=1&content=pressrelease

Who can bid for UK City of Culture?

7. Bids are welcomed from across the UK, but there must be a clear central urban focus to the area. This could be a city or large town, two or more neighbouring cities or towns, or a closely linked set of urban areas. The only areas precluded from bidding are London as a whole or any part of London (although this does not prevent parts of London being partners in a bid for an area outside London).
8. There is no pre-determined minimum size of population or geographical area for those that wish to bid, but the areas must demonstrate that they can host events and exhibitions at scale, both indoors and outdoors.
9. Bids are expected to be from a partnership for the area, which includes the relevant local authorities as well as other local organisations. There will need to be a lead organisation for communication purposes.

Who runs the selection process?

10. UK City of Culture is a UK-wide programme, developed by DCMS in consultation with the devolved administrations in Scotland, Wales and Northern Ireland. The competition process to select the UK City of Culture is managed by DCMS, and supported by a working group representing a range of cultural organisations.
11. The initial assessment process will be based on the assessment criteria set out by DCMS (this will be set out in full when the bidding process begins), and carried out by expert assessors appointed by DCMS. The expert assessors will then provide advice and recommendations to an Independent Advisory Panel, appointed by DCMS, at the shortlisting stage. The shortlisted cities will be able to revise their applications in the light of the comments and feedback from the panel.
12. The Panel will make a final recommendation to the Secretary of State for Culture, Media and Sport who will make the final decision.

When would the process take place?

13. Ordinarily, the bidding process for UK City of Culture 2021 would launch in early 2017, with the preferred city selected and announced within Hull's cultural year. However, due to the fact that the selection process for the European Capital of Culture 2023 will begin at the end of 2016 and take place throughout 2017, if we decide to continue with a 2021 competition then the bidding process may need to be brought forward to the start of 2016,

What support is available for bidding cities?

14. It is the responsibility of each area to develop its own bid using its own resources and those of its partners. There is no national funding available to pay for the costs of bidding. DCMS and the expert assessors will not be able to provide detailed advice to assist the development of bids.

Is there funding for the successful city?

15. There is no direct national funding from the UK Government for events and initiatives related to the UK City of Culture programme as one of the driving principles is to bring people together within existing resources. Bids are therefore expected to be aligned with local resources and budgets, with evidence of a credible fundraising plan, including the development of new sources of funding.

European Capital of Culture

What is the European Capital of Culture?

16. The European Capitals of Culture programme began in 1985 as 'European Cities of Culture.' It was formalised as an EU programme in the late 1990s, with the first European Capitals of Culture designated for 2005. Decision 445/2014/EU provides for two Member States to host a European Capital of Culture each year.
17. The programme is designed to highlight the richness and diversity of cultures in Europe, celebrate the cultural features Europeans share, increase European citizens' sense of belonging to a common cultural area, and foster the contribution of culture to the development of cities.
18. Glasgow was European City of Culture in 1990. Liverpool was European Capital of Culture in 2008. The UK will next host a European Capital of Culture in 2023, together with Hungary.
19. Winning the title and hosting a year of cultural events helps to:
 - Regenerate cities
 - Raise the international profile of cities
 - Enhance the image of cities in the eyes of their own inhabitants
 - Breathe new life into a city's culture
 - Boost tourism

What is the criteria for selection?

20. In order to be selected as European Capital of Culture, cities must demonstrate how they meet criteria set out within 6 categories:

- Contribution to the long-term strategy
- European dimension
- Cultural and artistic content
- Capacity to deliver
- Outreach
- Management

Who runs the selection process?

21. The competition process to select the European Capital of Culture 2023 is expected to be managed by DCMS. An expert panel, appointed by the European Commission, European Council, European Parliament, the Committee of the Regions, and DCMS, will assess the applications against the criteria (to be set out in full when the selection process commences) and will draw up a shortlist. The shortlisted cities will then be able to revise their applications in the light of the comments and feedback from the panel.

22. In the final selection stage, the panel will assess the revised applications from the shortlisted cities and select one city to recommend as European Capital of Culture for the UK in 2023. The selected city will then be designated by the UK Government at least 4 years before the year of the title. Between designation and the start of the year of the title, the city's progress will be monitored by the expert panel.

When would the process take place?

23. The application process will begin at the end of 2016, with the deadline for applications expected to be in the autumn of 2017.

Is there funding for the successful city?

24. Once the European Capital of Culture has been designated, the panel will monitor the city's progress over the next 4 years. At the end of this monitoring period, the panel will decide whether to recommend that the European Commission pays the Melina Mercouri prize. The current value of the Melina Mercouri prize is €1.5 million per city.

Questions

Part 1: UK City of Culture: timings

The UK is hosting a European Capital of Culture 2023. The competition will begin in late 2016/early 2017. If we have a UK City of Culture 2021, the UK City of Culture competition will need to be launched by January 2017 and concluded by December 2017 at the latest, to allow the winning city sufficient time to plan for 2021.

1. **Should the DCMS run a UK City of Culture 2021 competition when the European Capital of Culture selection competition will take place around the same time?**
 - a. **Would potential candidate cities feel obliged to bid for only one title? If so, which competition would be of most interest to cities?**
 - b. **Would stakeholders and funding bodies realistically be able to support both competitions?**
 - c. **Should the DCMS postpone the UK City of Culture 2021 competition, and move to a UK City of Culture 2025 instead?**

Consideration

- There are many benefits involved in bidding for competitions like UK City of Culture or European Capital of Culture. However, we are aware that the process of submitting bids can be costly and time consuming for cities. Holding two competitions in a short time period may lead to cities considering themselves to be candidates for only one of the titles. We do not want to devalue the importance of the UK City of Culture by suggesting that cities have to choose. In addition, the potential overlap between selection competitions could create confusion and might act as a deterrent to cities which might otherwise have been tempted to compete for both titles.
- It may also be too much to expect cultural organisations to provide financial support for two competitions in a short period of time (potentially, two UK City of Cultures and an European Capital of Culture in a five-year period) and with overlapping preparation and delivery periods.
- However, the competitions do serve different purposes, and are aimed at different cities with different needs and objectives in mind. There is, for example, the requirement for a significant European component in European Capital of Culture. It may, therefore, be possible for the competitions to successfully sit alongside one another. Postponing the UK

City of Culture competition could result in losing the momentum of the programme, which has been very successful to date.

2. If DCMS does decide to run a UK City of Culture 2021 competition, when should the selection process take place? Would cities prefer:

- a. to bid for the UK City of Culture competition at the start of 2016, before the European Capital of Culture selection competition begins at the end of 2016?**

	2016	2017	2018
UK City of Culture 2021	Competition launched January Bids to be submitted by 30 April. Initial selection process in May-June. Final selection process in Oct. Decision made by end of the year		
European Capital of Culture	Competition launched towards the end of the year	Initial bids to be submitted by August Initial selection process by the end of the year	Final bids to be submitted by the summer Decision made by end of the year

- b. to have the two competitions run simultaneously?**

	2016	2017	2018
UK City of Culture 2021		Competition launched January Bids to be submitted by 30 April. Initial selection	

		process in May-June. Final selection process in Oct. Decision made by end of the year	
European Capital of Culture	Competition launched towards the end of the year	Initial bids to be submitted by August Initial selection process by the end of the year	Final bids to be submitted by the summer Decision made by end of the year

** It is worth noting that there are Scottish Parliamentary elections taking place in May 2016, and local elections taking place across the UK in May 2017.*

Part 2: Future of the UK City of Culture

DCMS is taking this opportunity to review how the UK City of Culture competition works, and whether improvements or changes could be made to the model that is currently in place.

In the past DCMS has provided the majority of the funding for the selection process of the UK City of Culture competition by covering the cost of the external consultants employed to assess the initial bids. The final selection process, in which an independent panel assess the shortlisted bids, and then returns 12 months before the year is to begin, is funded by the preceding winning city.

No decisions have yet been made on the funding of any future UK City of Culture competition, and we are currently exploring whether this funding model works effectively.

3. How should future UK City of Culture competitions be funded?

- a. **Could we ask bidding cities to pay an ‘entry fee’ to help cover the cost of the competition?**
- b. **Could we ask the winning city to pay for the whole of the next competition through the sponsorship funds they could potentially raise?**

Consideration

- Whilst we do not want to deter cities from bidding, an entry fee could help to cover the cost of the competition and provide security for future competitions. This could potentially be paid for through cities' sponsorship packages. However, it is unclear whether potential national sponsors would be willing to sign up with a single city at the outset of the competition: it is possible that they would be inclined to wait at least until the shortlist is announced. In addition, there is a chance that the prospect of having to find a national sponsor at the outset and/or having to fund the whole of the next selection process from whatever sponsorship they were able to secure might deter cities from entering the competition. Is there scope for the sponsorship of the UK City of Culture at a national level instead?

4. What sort of organisation is required to support the UK City of Culture?

- a. Should the competition continue to be run by DCMS or do we need a new single purpose body to support it?**
- b. Could it be managed within an existing organisation?**

Consideration

- Establishing a new single purpose body could help to maintain the momentum and profile between the four-yearly title years, support cities in preparations for the year of the title and in legacy planning and delivery, manage the transitions from one city to the next, and manage the links between the Stakeholders Working Group, independent advisory panels, other cultural organisations and DCMS.
- However, we would need to be clear about the division of responsibilities and reporting and accountability lines, and we would need to carefully consider how such a body would be established, what powers might be needed, how funding requirements would be met, and what staff might be needed.
- There may be a potential conflict of interest if a cultural organisation were to take on the overall administration of the UK City of Culture programme: for example, tensions between requirements for awarding grants and the desire to ensure the overall success of the programme, or from too great a focus on an aspect of the programme that fits with the organisation's main purpose, at the expense of other aspects in which it had less experience and expertise. Any cultural organisation leading on this must be able to take a broad view across the full range of sectors and areas of impact.
- A single purpose body may also have as part of its aims to co-ordinate, collate and disseminate research that may help future cities or other public

services in adapting culture to deliver more social benefit to education, health and civic engagement.

How to respond

1. You are invited to respond to the questions set out on pages 8 – 11.
2. Please email your response to melanie.crew@culture.gov.uk. Alternatively, post it to DCMS at 4th floor, 100 Parliament Street, London SW1A 2BQ, marked for the attention of Melanie Crew, Arts team.
3. **This consultation will close at 5pm on Friday 23 January 2015.**

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Communities and Neighbourhood Scrutiny Board (4)

Work Programme 2014/15

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Work programme item

23rd July 2014

Traffic management

20 mph zones and limits*

17th September 2014

Asset Based Working Strategy

Report Back on the Work of Outside Bodies – Regional Flood and Coastal Committee

22nd October 2014

Meeting Not Held

26th November 2014

Cycle Coventry Project – Post March 2015

Traffic enforcement*

14th January 2015

City of Culture

Active Communities

25th February 2015

Surface Water Management Plan

Social Enterprises

25th March 2015

Headline

Taxi Licensing Policy - consultation

Waste Strategy

Date to be identified

Public Toilets Review*

Provision of parks and open spaces for improved health

Communities and Neighbourhoods Scrutiny Board (4) Work Programme 2014/15

2014
2015

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
23 rd July 2014	Traffic management	Colin Knight	Update on how traffic is managed to ensure a minimal disruption/contingency plans and how this is communicated to road users. The Board asked for bus lanes, red routes and yellow lines management to be included.	SB4 meeting 25/06/14
	20 mph zones and limits*	Paul Boulton (Shirley Reynolds)	Following Cabinet Member (Public Services) approval (25th March 2014) of the Scrutiny Board Task and Finish Group's recommendations on 20 mph zones and limits, the Board would like to review the final proposals which prior to Cabinet Member consideration in July. To include any further information implementation and impacts in other areas.	SB4 Meeting 26/3/14
17 th September 2014	Asset Based Working Strategy	Ruth Tenant/ Kate O'Hara	The Board were interested to understand how the council and the city contributes to and benefits from asset based working. To contribute to the consultation process in the development of the Strategy	SB4 Meeting 25/06/14
	Report Back on the Work of Outside Bodies – Regional Flood and Coastal Committee	Neal Thomas	To report on the work of the Regional Flood and Coastal Committee over the last 12 months.	c/f from 23/07/14
22 nd October 2014	Meeting Not Held			
26 th November 2014	Cycle Coventry Project – Post March 2015	Samantha Tharme/	Following the on 26th February at which the Board considered progress over the first year, the Board requested a further report on the achievements made over the two year project. Project ends March 2015 need a discussion around an exit strategy.	SB4 Meeting 26/2/14
	Traffic enforcement*	Colin Knight/ Paul Boulton	Following issues raised at their discussion on traffic management during major roadworks, the Board requested an update on the range of enforcement measures used, including safety cameras and vehicle activated signs. To include role of enforcement in improving traffic flows.	Meeting 20/11/13
14 th January 2015	City of Culture	David Cockroft/ David Nuttall	Board wanted to receive an update on plans for Council's bid at an early stage in order to advise on the strategy for moving forward. A government consultation has been released since and there is an opportunity for Scrutiny to identify issues.	SB4 meeting 25/06/14

Communities and Neighbourhoods Scrutiny Board (4) Work Programme 2014/15

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
	Active Communities	Ruth Tennant/ Kate O'Hara	To contribute to the implementation of the strategy following consultation.	SB4 meeting 25/06/14
25th February 2015	Surface Water Management Plan	Colin Knight	Members wanted to receive information about the final plan once it has been completed, as well as progress on the Flood Risk Management Group. Sustainable Drainage Systems (SuDS) and the SuDS Approval Body (SAB) implementation has been rolled back to October 2014.	Meeting 17/9/13
	Social Enterprises	Jenni Venn	Scrutiny to review issues arising from 2 nd December Report to Cabinet on Developing social enterprises, mutuals and other forms of public service delivery	
25th March 2015	Heatline	Andrew Walster	Consider report if significant extensions planned to Heatline network.	SB4 Meeting 20/11/13
	Taxi Licensing Policy - consultation	Andrew Walster	To look at the development of taxi licensing policy to enable sufficient wheelchair access	c/f from 2012/13
	Waste Strategy	Andrew Walster	Following the recommendations to Cabinet Member from a Task and Finish Group last Municipal Year, the Board will monitor progress on identified actions. Members are particularly interested in the consideration of options for food waste management, including anaerobic digestion, and also waste collection and recycling targets.	Board meeting 26/6/13
Date to be identified	Public Toilets Review*	Azim Walimia/ Nigel Clews	A separate review of public toilets will now not take place as this will be included in a Suburban Review for the development of hubs, the need for public toilet access will be included in this review.	SB4 meeting 26/6/13
	Provision of parks and open spaces for improved health	Andrew Walster	The Board were interesting in finding out more about how the city's parks and open spaces can contribute to addressing health inequalities within the context of Coventry being a Marmot City.	SB4 Meeting 31/7/13

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