

Cabinet
Council

28th August 2018
4th September 2018

Name of Cabinet Member:

Leader of the Council and Cabinet Member for Policy and Leadership – Councillor G Duggins

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

All Wards

Title:

UK City of Culture 2021 – City Readiness

Is this a key decision?

No - this is a recommendation to Council

Executive Summary:

On 5th December 2017, Coventry City Council committed £4.75m of Corporate Reserves for the UK City of Culture 2021 build-up programme, title year and legacy programme, to be drawn-down if the city was awarded the title. On 7th December 2017, Coventry was awarded the title of UK City of Culture 2021 and on 10 July 2018 the Council approved £3.25m of reserve contributions as part of £5.05m of reserves to be set aside to meet the Council's commitments to UK City of Culture and cultural events cost.

Alongside the Council's contribution to UK City of Culture build-up, title year and legacy programmes, the city has been reviewing the potential for a city readiness programme, aligned to Coventry 2021. Ahead of City of Culture 2017, Hull developed such a readiness and legacy programme structured across themes of Place, Product, Positioning and People. Designed to maximise the benefits of being awarded the title, a city readiness and legacy programme addresses the benefits of aligned investment in areas such as city infrastructure; destination promotion and marketing; cultural capital; skills and sector development. Hull City Council successfully used UK City of Culture as a catalyst to accelerate development and regeneration. Investment from its City Plan and first-in capital commitments to the Hull New Theatre and Feren's Art Gallery allowed the city to lever significant national funding from Government via the Northern Powerhouse and from Heritage Lottery Fund for its museums. Its investment in tourism also enabled the city to secure regional packages of funding from the Explore England Fund. The report proposes that Coventry City Council invest in such a city readiness programme for Coventry.

Recommendations:

Cabinet is requested to authorise:

1. That governance arrangements for the City of Culture readiness programme are delegated to the Deputy Chief Executive (Place) in consultation with the Leader of the Council.
2. That delegated authority be given to the Deputy Chief Executive (Place) and the Director Customer Service & Transformation to investigate an express route for the employment of the posts necessary to ensure City Readiness for both the City of Culture and the European City of Sport.
3. That a report is commissioned and brought back to Cabinet which identifies and captures the benefits of the City of Culture in terms of improved opportunities and outcomes for our communities and any resultant investment.

Cabinet is requested to recommend that Council:

1. Approve the addition of £5m to the capital programme for 2018/19 onwards for the development of a cultural capital investment programme in order to lever in external cultural and heritage monies in support of the Five Goals and Seven Big Ideas for Cultural Growth, as outlined in the Coventry Cultural Strategy 2017-2027.
2. Authorise that the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services be given the delegated authority to approve all elements of capital expenditure associated with Recommendation 1 above.
3. Delegates authority to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services, following consultation with the Cabinet Member for Strategic Finance, to identify and bid for grant assistance, where available, that supports the aims of the City of Culture and the European City of Sport. The delegated authority given under this recommendation shall include the power to accept the terms and conditions of grant funding and the entering into all necessary legal agreements to secure the grant funding where the level is below the existing Council threshold of £2.5m.
4. Delegates authority to the Deputy Chief Executive (Place) and the Director of Streetscene and Regulatory Services, following consultation with the Cabinet Members for Policing and Equalities and Planning and Housing and the Chairs of Licensing and Regulatory Committee and Planning Committee, to explore opportunities to provide a one-stop shop for Planning, Building Control and Licensing services and simplify and streamline the decision making process to eliminate/reduce delays for development and events.

Council is recommended to:

1. Approve the addition of £5m to the capital programme for 2018/2019 onwards for the development of a cultural capital investment programme in order to lever in external cultural and heritage monies in support of the Five Goals and Seven Big Ideas for Cultural Growth, as outlined in the Coventry Cultural Strategy 2017-2027.
2. Authorise that the Deputy Chief Executive (Place) and the Director of Finance and Corporate services be given delegated authority to approve all elements of capital expenditure associated with Recommendation 1 above.

3. Delegate authority to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services, following consultation with the Cabinet Member for Strategic Finance, to identify and bid for grant assistance, where available, that supports the aims of the City of Culture and the European City of Sport. The delegated authority given under this recommendation shall include the power to accept the terms and conditions of grant funding and the entering into all necessary legal agreements to secure the grant funding where the level is below the existing Council threshold of £2.5m.
4. To delegate authority to the Deputy Chief Executive (Place) and the Director of Streetscene and Regulatory Services, following consultation with the Cabinet Members for Policing and Equalities and Planning and Housing and the Chairs of Licensing and Regulatory Committee and Planning Committee, to explore opportunities to provide a one-stop shop for Planning, Building Control and Licensing services and simplify and streamline the decision making process to eliminate/reduce delays for development and events.

List of Appendices included:

None

Background papers:

None

Other useful documents:

The following papers are posted for reference on the Coventry City Council website:
<http://democraticservices.coventry.gov.uk/mgListCommittees.aspx?bcr=1>:

1. UK City of Culture and European Capital of Culture – Briefing Note of the Executive Director of Place (Communities and Neighbourhoods Scrutiny Board (4), 14 January 2015).
2. Coventry Bid for UK City of Culture 2021 – Cabinet Report (14 July 2015)
3. Appointments of the City Council: Coventry City of Culture Trust (8 September 2015)
4. Coventry's Bid for UK City of Culture 2021: Progress Update (December 2015) - Cabinet Report (9 February 2016)
5. Destination, Events and UK City of Culture - Business, Economy and Enterprise Scrutiny Board (3) (13 April 2016)
6. Coventry's Bid for UK City of Culture 2021: Progress Update (June 2016) – Cabinet Report (5 July 2016)
7. Coventry's Bid for UK City of Culture 2021: Progress Update (December 2016) – Cabinet Report (3 January 2017)
8. Coventry 2021 UK City of Culture Bid – Communities and Neighbourhoods Scrutiny Board (4) (6 September 2017)
9. Coventry's Bid for UK City of Culture 2021 – Council Commitments – Cabinet Report (28 November 2017)
10. Update on City of Culture 2021 – Communities and Neighbourhoods Scrutiny Board (4) (25 April 2018)
11. Revenue and Capital Outturn 2017/18 – Cabinet Report (12 June 2018)

Has it been or will it be considered by Scrutiny?

No

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

No

Will this report go to Council?

Yes – 4th September 2018

Report title: UK City of Culture 2021 – City Readiness

1. Context (or background)

- 1.1 The UK City of Culture programme was developed by the UK Government to build on the successes that Liverpool enjoyed as the UK's second European Capital of Culture in 2008, through giving more cities the opportunity to access the benefits derived from bidding for a prestigious cultural title and the opportunity to be centre stage nationally. The UK City of Culture programme is focused on creating a national cultural event, spread over the course of a title year, concentrated in a particular city or area. Derry-Londonderry was the first city to be awarded the UK City of Culture title (for 2013), Hull was the second UK City of Culture in 2017 and Coventry is to be the third UK City of Culture in 2021.
- 1.2 In July 2015, Council approved that the Coventry City of Culture Steering Group lead development of a whole-city bid for the title of UK City of Culture 2021, in doing so putting together a realistic and credible bid budget and creating a special delivery vehicle to manage the bid process.
- 1.3 The Coventry City of Culture Trust ('the Trust') was established in 2015 to lead the UK City of Culture bid on behalf of the city. The Trust was subsequently formally incorporated and in February 2016 received charitable status.
- 1.4 In January 2017, the Department for Digital, Culture, Media and Sport (DCMS) launched the competition for the title of UK City of Culture 2021 and published its Guidance for Bidding Cities. In February 2017, Coventry (along with ten other destinations) formally confirmed its intention to bid for the title. In April 2017, on behalf of the city, the Trust submitted Coventry's initial bid document.
- 1.5 In July 2017, Coventry was one of five destinations shortlisted for the title UK City of Culture 2021 – along with Paisley, Stoke-on-Trent, Sunderland and Swansea. On 7th December 2021, it was announced that Coventry had been awarded the title of UK City of Culture 2021.

2. Options considered and recommended proposal

- 2.1 Option 1 – Do Not Make Financial Commitments To a City Readiness Programme (**Not Recommended**)
- 2.2 Coventry's successful bid for UK City of Culture 2021 set out a significant build-up programme of events, an ambitious range of artistic residencies, a varied and engaging programme in 2021 and a clear commitment to generating a transformative legacy. As a Principal Partner for the Bid, Coventry City Council had committed up to £250,000 towards the bidding process and in December 2017 committed a further £4.75m to support build-up programme, title year and legacy programme (across the period 2018 – 2024), to be drawn-down if the city was awarded the title. Following the announcement in December 2017 that Coventry's bid had been successful, the Council subsequently (in July 2018) set aside £5.05m in reserves to meet its financial commitments to the City of Culture programme.
- 2.3 The award of City of Culture 2021 to Coventry is projected to offer significant economic benefits to the city and its residents and to have a catalytic impact on regeneration proposals – delivering a direct economic impact of £350m through tourism volume and value; the development of cultural and creative SMEs; programme and marketing benefits; sustainable external arts sector investment; cultural capital investment and research. This impact figure somewhat prudently excludes the economic benefits that may be realised through the acceleration of aligned regeneration programmes totalling well over £2bn in value (such as Friargate, City Centre South and Cathedral Lanes).

- 2.4 The Council has already made provision to meet its existing commitments to City of Culture programme and is not required through the bidding process to commit to investing further in development capacity, cultural capital, infrastructure development or jobs and skills. This approach is not, however, recommended if Coventry is to maximise the benefits of being awarded the title. Experience from previous Capitals and Cities of Culture indicates that investment in development capacity and the creation of capital funds to 'match' to external investment can support significant external investment in the city and lever in external grant funding. As the previous City of Culture, Hull aligned its readiness and legacy plans to the City's economic plan and reports investment into the city of £3.4 billion since 2013, of which £216m relates to the World Class Visitor Destination strand of the Hull City Plan, in which the City of Culture project was located. One in four businesses in the city took on new staff in 2017 and the reported economic outcomes of City of Culture include at least £22m of projected Gross Value Added to the local economy and nearly 800 new jobs created in the creative and visitor economy in the three years leading up to 2017. In terms of investment activity, Hull reports £81.6m of 'full attribution investments (i.e. where investment was highly unlikely without City of Culture); £137.9m of 'partial attribution investments' (where City of Culture is seen as an important factor in accelerating or increasing investment); and £297.1m of minor attribution investments (where investment is not directly linked to City of Culture but is attributed to an enhanced investment environment). These levels of economic outputs and outcomes are considered reflective of the alignment of City of Culture, the City Plan and the city's readiness and legacy frameworks.
- 2.5 Option 2 – Approve a Financial Commitment to a City Readiness Programme for Coventry (Recommended)
- 2.6 The award of UK City of Culture represents more than a title. As the bidding process has demonstrated, it is an opportunity to create new partnerships, to build aspirations whilst bringing our communities together and to celebrate the rich heritage and unique qualities of a city. It is also an opportunity, through culture, to raise the profile of a city, to attract new investors and to enable significant regeneration in and of the place. The city effectively has the benefit of the title for seven years from announcement, through delivery year to three years legacy. Already, the city has realised over £28.5m of media coverage through the bidding and award processes.
- 2.7 Coventry has developed a partnership Cultural Strategy 2017-2027 which will endure and for which City of Culture can be an accelerant, a catalyst and a magnifier achieving wellbeing and economic outcomes. With a £921m capital programme already in place from 2018 to 2023, the City also has clear economic and regenerative goals to which City of Culture could make a clear and substantial contribution.
- 2.8 The recommendations for the Council to invest £5m capital, and subject to approval in the formal budget setting process a further £6.1m in a city readiness and legacy programme for 2018-2023, reflects the projected economic benefits of extending, accelerating and aligning wider investment in city and cultural development. The proposed areas of investment include:
- **£5m Cultural Capital Investment:** To 'match' into a cultural capital programme with a projected total value (subject to securing external investment) of up to £90.1m. This would form part of a projected Place capital programme of over £938m and rising.
 - **Culture, Heritage & Sports:** Management and operational capacity to enable sector development opportunities and secure events, destination and sector delivery. Small grants/development funding to support growth of creative industries and cultural sector legacy.
 - **Business Jobs & Skills:** To ensure funding opportunities are maximised and local economic/business sector growth benefits are captured.

- **Planning and Building Control:** To ensure prompt and effective processing of planning and building control services in the light of projecting increase in demand for services
- **Licensing and Regulatory Services:** To ensure safe and compliant delivery of key events programme plans and activities in build-up, delivery and legacy. To provide proactively services that prioritise the health, safety and wellbeing of Coventry residents and visitors to the city and to streamline services for customers to avoid delays.
- **Cleaning and Greening:** To raise and meet cleanliness standards up to and across a year of major public events and increased tourism, supporting residents feeling pride in their city and positively presenting the city to visitors.
- **Public Realm, Infrastructure & Highway Improvements:** Staff resource to provide transport and highways infrastructure improvements (subject to award of capital grants or other capital resource) providing opportunities to change the image and perceptions of the city.
- **Traffic Management:** Capacity to provide resilience for the expected additional traffic and related activity on the city road network and to provide a seamless visitor experience for attendees of the cultural programme. To include improvements to parking provision and access to key locations.
- **Property Services:** Developing and executing a city screen strategy to support digital wayfinding, programming and advertising.
- **Programme and Project Management:** to coordinate and manage capital programme and city readiness strands, including the showcasing of innovation, creative industries and culture-led regeneration.

2.9 Income is expected to be generated from the following areas to offset against costs:

- Licensing
- Parking Enforcement
- Street works inspection
- Highway inspection
- Planning & building control activity

2.10 Assumptions have been made around levels of income to reduce the expected cost, and are included in the planning figures presented in this report. It is also assumed that some services will be charged for or met from wider City of Culture budgets where this is agreed and is considered more efficient than recharging for services (e.g. cleansing for key planned events). It is envisaged that negotiations will take place with the City of Culture Trust to appropriately recharge the Trust for services provided to them by the Council. Other grant funding will also be sought to cover areas of identified costs. Where this is not feasible however, the cost will not be incurred.

2.11 The approval of investment in a formal city readiness and legacy programme, comprising capital and revenue elements, positions Coventry to maximise the social and economic benefits from City of Culture 2021. It is therefore proposed that this is the recommended option.

3. Results of consultation undertaken

- 3.1 Through Coventry's City of Culture bidding process, over 13,000 people were directly consulted concerning the City of Culture plans. This consultation shaped and influenced programme, messaging and marketing.
- 3.2 Over 109,000 people engaged in the city's advanced programme through the City of Culture bidding process and social media reach has been extensive, with over 36,000 people directly following and supporting the City of Culture programme online.
- 3.3 The proposed City of Culture programme reflects the voice of communities. For example, Coventry will plan to run a Streets of Cultures competition, celebrating 21 Coventry neighbourhoods in 2021. Producers will support and empower local communities to curate festivals and commissions that showcase their culture: a street band, a public art commission, a storytelling festival – individual streets will be reinvented as new cultural spaces to be shared with the city.
- 3.4 Since winning the title, the City of Culture Trust, with the support of partners (including the Council), has hosted a number of meetings and series of public events across the city (two in the city centre, one in Canley and one in Stoke Heath) to update on Coventry's bid, preparation, programme and delivery plans and how the public, partners, schools and local businesses can contribute to, engage with and support Coventry 2021.

4. Timetable for implementing this decision

- 4.1 If approved, readiness and legacy plans would be implemented with immediate effect and be supported to 2023.
- 4.2 As outlined in Section 5, the Council's financial commitments would be phased across the period from 2018-2024, pending the outcome of approvals as part of the Council's formal budget setting process.

5. Comments from Director of Finance and Corporate Resources

- 5.1 Financial implications

Capital

The report seeks approval for a one off capital resource of £5m to help lever in external grant monies. Officers are aware of grant funding and investment opportunities that have already been secured through third parties up to a value of £47m. The largest of these relate to Warwick Arts Centre, Charterhouse and Drapers Hall. Further potential funding opportunities are known to exist for the Council to access grant from external bodies for example, Arts Council England, the Heritage Lottery Fund and the DCMS, however these would require a local match contribution. Should members approval this proposal, the cost would require funding from corporate capital receipts.

Other bid funding applications are already in train, for example in relation to a WMCA application for funding towards public realm investment prior to 2021.

For context, the Place Directorate already has a very large capital programme with approved funding over the course of the period leading up to 2021 of almost £0.8billion. The above, if secured, would add to this investment and result in a minimum investment programme leading up to 2021 of £0.9 billion, with the likelihood of rising further.

Revenue

The report proposes an indicative net revenue cost of the City Readiness programme of £6.1m between the current financial year and 2022/23 as follows:

Net Revenue	£m
2018/19	0.1m
2019/20	1.5m
2020/21	1.8m
2021/22	2.2m
2021/23	0.5m
Total	6.1m

The report also proposes that officers commence the readiness programme, using existing officer delegated powers until such time as members have approved the wider programme of spend as identified above as part of the formal budget setting process and the approved Medium Term Financial Strategy.

In identifying the indicative programme, and in order to minimise cost, a number of assumptions have been made in respect of income and grant funding as referenced in paragraphs 2.9 and 2.10 of the report. These assumptions will need to be tested further and kept under continual review to ensure achievability.

A significant proportion of the proposed costs within the indicative programme relate to additional staffing requirements. It should be noted that any funding approved by members is expected to be of a temporary nature, therefore any staffing would need to be downsized at a later date. This could result in one-off future staffing liabilities.

5.2 Legal implications

The Council has discretionary powers, in particular under Section 145 Local Government Act 1972, to promote the arts and the crafts that support those arts as well as providing entertainments, libraries museums and art galleries. The promotion of a UK City of Culture bid and programme sits within these powers. It also has powers to promote economic development in its area and the creation of jobs and business opportunities and the making of a bid and delivering a successful bid programme fits with this power.

In relation to any state aid implications, the Commission recognises that any public support for culture is rarely seen as being state aid, since they do not usually involve economic activities and where aid is involved it does not pose a threat to competition. Notwithstanding this position taken by the Commission, Legal Services will continue to work alongside other colleagues in ensuring that any decision taken in relation to City Readiness is undertaken in a legal and compliant manner to avoid any state aid and procurement challenges.

6. Other implications

6.1 How will this contribute to achievement of the Council Plan?

As previously reported to Cabinet and Council, City of Culture 2021 and associated programmes will make wide-ranging contributions to delivery of the Council's key objectives and corporate priorities. The following are only a selection of potential contributions that Coventry 2021 and associated readiness and legacy programmes could make:

- ***A prosperous Coventry*** – The City of Culture title can bring significant economic benefit to a city and its surrounding area. Hull attracted major national investment towards its programme budget for 2017, with Arts Council England, Heritage Lottery Fund, Big Lottery (via Spirit of 2012), British Council and the University committed to the programme. The estimated value of tourism for Hull in 2017 was £300m, with an £11m-£17m estimated gross value added to the local economy from tourism growth. One in four businesses in Hull took on new staff in 2017 and the reported economic outcomes of City of Culture include at least £22m of projected Gross Value Added to the local economy and nearly 800 new jobs created in the creative and visitor economy in the three years leading up to 2017. In terms of investment activity, Hull reports £81.6m of ‘full attribution investments (i.e. where investment was highly unlikely without City of Culture); £137.9m of ‘partial attribution investments’ (where City of Culture is seen as an important factor in accelerating or increasing investment); and £297.1m of minor attribution investments (where investment is not directly linked to City of Culture but is attributed to an enhanced investment environment). Derry/Londonderry reported more than 1 million visitors to the city in 2013 and an increase of 20% in bed and breakfast and hotel bookings. The city also attracted 30 business conferences to the city and 40 new business starts were supported by the Business Opportunities Fund.

- ***Healthier, independent lives*** – Cultural activity plays a vital role in addressing social challenges, reducing isolation, improving mental wellbeing and increasing physical activity. As a Marmot City we are committed to good jobs for local people via our economic growth and building resilience and aspiration in young people; which will have a lasting impact on reducing inequalities in health. UK City of Culture gives Coventry communities a once in a generation opportunity to engage as a participant, active observer or volunteer all of which will promote health and independence.

Through Hull 2017, 8 out of 10 participants said that being part of a project made them happier and 34% reported improvements to self-esteem of children and young people. There was also a 9% increase in the confidence of Hull residents to take part in or join in with cultural and non-cultural activities.

- ***Making Coventry an attractive and enjoyable place to be*** – Derry/Londonderry reported positive impacts on civic confidence and pride in its creative and cultural offer. The city further saw physical assets created or refurbished in the city. In the build-up to its City of Culture year in 2017, Hull experienced the acceleration of significant regeneration schemes and projects. A public survey in the Hull Daily Mail identified that City of Culture was the single thing most people thought was putting Hull ‘on the map’. In depth surveys by Lottery funder Spirit of 2012 further showed a positive impact on well-being, happiness and local pride in Hull’s population across 2017.

- ***Ensuring that children and young people achieve and make a positive contribution*** – Engagement with children and young people was a key element of the Coventry bid, opportunities to engage and inspire a generation exist. In Hull 100% of schools participated in the City of Culture Programme. The Coventry City of Culture programme, build-up and legacy plans should generate a step-change in opportunities for young people and new graduates in the city across culture and the creative industries. The Warwick Commission on the Future of Cultural Value (2015) noted that “the extraordinary cultural and creative talents that we share contribute to the well-being of our society, our economic success, our national identity and to the UK’s global influence.” The Commission noted that not enough was being done to realise the creative potential of individuals, despite the workforce in this sector growing over four-times faster than the UK’s workforce as a whole. The Coventry City of Culture programme, build-up and legacy plans should generate a step-change

in opportunities for young people and new graduates in the city across culture and the creative industries.

- ***Encouraging a creative, active and vibrant city*** – The process of developing a City of Culture Bid has stimulated a new cultural narrative in Coventry and has supported the creation of a new partnership Cultural Strategy 2017-2027. City of Culture, aligned with the Cultural Strategy, is already opening the city up to new artistic collaborations and investment. The opportunity to generate a step-change around cultural tourism is apparent from baseline data along with outcome data from Hull. There is further a unique opportunity to stimulate a more diverse and vibrant cultural offering within the night-time economy of the city.
- ***Developing a more equal city with cohesive communities and neighbourhoods*** – The Diversity of Coventry is celebrated within the city and was a significant strength of our bid. The creative programme and volunteering opportunities presented by City of Culture can bring communities together and generate a greater sense of civic pride in the host city. Liverpool reported that over two thirds of the city's residents participated in their Capital of Culture programme of events and 85% of residents said the city was a better place to live as a consequence of hosting the year. Hull has reported that 90% of residents engaged with their City of Culture Programme. The Warwick Commission (2015) further calls for a strategic shift in addressing unrepresentative levels of diversity and participation in the arts and culture. Coventry's City of Culture programme could create a powerful platform for such a step change at a local level, where evidence suggests participation in the arts remains uneven across the city.

6.2 How is risk being managed?

The Coventry City of Culture Trust led the Coventry bid, and is leading programme planning for 2021, with direct input from partners and Elected Members on the Board and from officers on the Executive Group.

The city readiness and legacy programme would be overseen by a City Readiness Board, chaired by the Deputy Chief Executive (Place) and reporting to an Elected Members' Advisory Board.

A Place Directorate Programme Board has been established to monitor and review progress on key capital schemes impacting on Coventry 2021 and/or public realm and key city infrastructure.

6.3 What is the impact on the organisation?

The Council is not the lead agency for City of Culture delivery but would be the lead partner for the city readiness and legacy programme recommended within the report and for providing advice on events safety and infrastructure, including transport and liaison with statutory services. The Council is also acting as guarantor for the delivery programme.

The recommended investment in cultural capital and city readiness programmes includes allowances for increases in Council staff capacity to optimise the opportunities and manage these commitments. It should be noted that this will require specific and in some cases accelerated support from some wider Council services (e.g. Human Resources, ICT, Legal Services) and there will still be additional opportunities for and demands placed on Council services as a consequence of programme decisions currently still at the planning stage within the City of Culture programme (e.g. Public Health, Welfare services). However, any delay now in making decisions around sector development and capital proposals in order to consider the full implications of a confirmed programme for 2021 would negatively impact on

the city's ability to secure and deliver key capital projects and external funding in time for 2021.

6.4 Equalities / EIA

The City of Culture Guidance for Bidding Cities requires cities to demonstrate a high quality cultural programme that reaches a wide variety of audiences and that uses culture and creativity to lead to lasting social regeneration through building engagement, widening participation, supporting cultural diversity and cohesion, contributing to the localism agenda and reaching out to sectors of the community who are disenfranchised and isolated.

The DCMS has further explicitly required that the winning city engages a wide range of audiences and participants, especially children and young people and under-represented groups and communities.

No potential adverse impact from winning the tile has been identified for any specific group. However, capacity assessment work through the bid indicated that Coventry could significantly and positively deliver equalities outcomes for a range of protected groups including young people; vulnerable people (economically disadvantaged); disabled people; people of black, Asian and minority ethnicity; women and older people. Open events and workshops in Coventry have therefore purposely focused on engagement with wide and diverse audiences, and an outcomes framework has been developed (underpinned by baseline data).

6.5 Implications for (or impact on) the environment

- 6.5.1 The proposed city readiness programme includes public realm works and potential capital developments. Where applicable, construction would be undertaken in accordance with Secured By Design principles. Modern construction materials would be utilised and would present a significantly lesser impact on the environment than materials that were historically used. Site Waste Management techniques would be utilised and off-site manufacture would be prioritised wherever possible, thereby reducing reliance on water, minerals and other natural resources. Local contractors would be prioritised where appropriate and local specialised sub-contractors, suppliers and labour sources would also be utilised, wherever possible. If approved, the demolition and disposal of building materials from the affected areas would require an approved risk management and methodology strategy.

6.6 Implications for partner organisations?

- 6.6.1 Coventry City of Culture 2021 and the Coventry Cultural Strategy 2017-2027 are partnership initiatives developed through consultation with a range of stakeholders. Approval and early implementation of key elements of both initiatives have given confidence to external funders that the city has clear cultural and wider city objectives and priorities for 2021 and legacy plans through to 2027. Further commitment to investing in culture and aligned regeneration should give assurance to external partners and should assist local partners when applying for external grant funding to deliver cultural regeneration, creative industry and cultural development in the city.

Report author(s):**Name and job title:**

David Nuttall, Head of Service – Sports, Culture, Destination and Business Relationships
 David Cockroft, Director City Centre and Major Projects Development

Directorate:

Place

Tel and email contact:

Tel: 024 7683 2362 / Email: david.nuttall@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/ approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Michelle Salmon	Governance Services Officer	Place	07.08.18	08.08.18
Oluremi Aremu	Major Projects Lead Lawyer, Legal Services	Place	27.07.18	03.08.18
Phil Helm	Finance Manager (Place)	Place	27.07.18	03.08.18
Colin Knight	Director of Transportation and Highways	Place	02.08.18	03.08.18
Andrew Walster	Director of Streetscene and Regulatory Services	Place	02.08.18	03.08.18
Richard Moon	Director of Project Management and Property Services	Place	02.08.18	03.08.18
Karen Mihajlovic	Senior Human Resources Manager	Place	02.08.18	03.08.18
David Ashmore	Director of Customer Service and Transformation	People	02.08.18	03.08.18
Liz Gaulton	Director Public Health and Wellbeing	People	02.08.18	03.08.18
Names of approvers for submission: (Officers and Members)				
Martin Reeves	Chief Executive	-	07.08.18	07.08.18
Barry Hastie	Director of Finance and Corporate Services	Place	07.08.18	07.08.18
Julie Newman	Head of Legal Services	Place	07.08.18	07.08.18
Martin Yardley	Deputy Chief Executive (Place)	Place	07.08.18	07.08.18
Councillor G Duggins	Cabinet Member for Community Development	-	07.08.18	08.08.18

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