

Cabinet  
Council

27<sup>th</sup> August 2019  
3<sup>rd</sup> September 2019

**Name of Cabinet Member:**

Cabinet Member for Policy and Leadership – Councillor G Duggins

**Director Approving Submission of the report:**

Deputy Chief Executive (Place)

**Ward(s) affected:**

All

**Title:**

UK City of Culture 2021 Capital Programme – Approval to receive and be accountable body for additional capital funding for the Cultural Capital Investment Fund

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**Is this a key decision?**

Yes - The proposals involve financial implications in excess of £1m per annum and are likely to have a significant impact on residents or businesses in two or more electoral wards in the City.

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**Executive Summary:**

On 7<sup>th</sup> December 2017, Coventry was awarded the title of UK City of Culture 2021.

The City Readiness programme was formed to maximise the benefits of being awarded the title, addressing the benefits of aligned investment in areas such as city infrastructure; destination promotion and marketing; cultural capital; skills and sector development.

On the 4<sup>th</sup> September 2018, Council approved the City Readiness Programme and approved delegated authority to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services to identify and bid for grant assistance, where available, that supports the aims of the City of Culture, and included 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.

To facilitate the funding received the Cultural Capital Investment Fund has been created to combine all capital funding both internal and external to support and improve the cultural infrastructure. Investment in the city's infrastructure creates a legacy and ensures the benefits of UK City of Culture 2021 are felt by future generations.

As a result of actions undertaken an allocation of £8.51m was announced in the UK Government's Autumn Budget 2018 to support capital funded works to support the UK City of Culture 2021. It was confirmed that the funding would be distributed by Arts Council England (ACE) to Coventry City Council, subject to their grant management processes and conditions.

The Council have also been successful in securing £2.4m Growth Deal Funding from the August open call led by the CWLEP to support the City's cultural capital infrastructure.

Consequently, his report is asking for:

- acceptance of the £8.51m grant allocation
- for Coventry City Council to become the Accountable Body for this funding and
- for the £8.51m and £2.4m to be added to the Council's Capital Programme.

### **Recommendations:**

#### **Cabinet is asked to recommend that Council:**

- 1) Authorise that the Council accept the £8.51m grant allocation acting as Accountable Body on behalf Arts Council England to support Capital funding works in 2019/20 and 2020/21 in preparation for Coventry hosting the UK City of Culture 2021.
- 2) Delegate authority to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services to accept the terms and conditions of the grant, to enter into the necessary legal agreements to secure the grant and add to the Capital Programme as necessary
- 3) 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.
- 4) Authorise the £2.4m Growth Deal to be added to the Capital Programme as necessary

#### **Council is asked to:**

- 1) Approve that the Council accept the £8.51m grant allocation acting as Accountable Body on behalf Arts Council England to support Capital funding works in 2019/20 and 2020/21 in preparation for Coventry hosting UK City of Culture 2021.
- 2) Delegate authority to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services to accept the terms and conditions of the grant, to enter into the necessary legal agreements to secure the grant and add to the Capital Programme as necessary
- 3) Approve 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.
- 4) Approve £2.4m Growth Deal to be added to the Capital Programme as necessary

#### **List of Appendices included:**

None

**Background papers:**

None

**Other useful documents**

The following papers are posted for reference on the Coventry City Council website: <https://edemocracy.coventry.gov.uk/mgListCommittees.aspx>

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)
12. UK City of Culture 2021 – City Readiness – Cabinet Report (28<sup>th</sup> August 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 – on 3<sup>rd</sup> September 2019.

**Report title:** UK City of Culture 2021 Capital Programme – Approval to receive and be accountable body for additional capital funding for the Cultural Capital Investment Fund

## **1. Context (or background)**

- 1.1. On 7th December 2017, it was announced that Coventry had been awarded the title of UK City of Culture 2021.
- 1.2. In June 2018, Coventry City Council commissioned the Coventry Cultural Capital Prioritisation Strategy. The strategy was developed by Coventry City Council in partnership with Coventry City of Culture to provide a framework for capital investment selection in the period leading up to UK City of Culture 2021. The strategy was based on a review of current and planned capital schemes across the cultural sector in the City and consultation and discussion with the relevant organisations.
- 1.3. The strategy identified key cultural asset as being significant on contributing to the future resilience and sustainability of the organisations and the City.
- 1.4. The criteria measures applied to each project were:
  - Contribution to the Coventry Cultural Strategy and UK City of Culture 2021
  - Funding potential
  - Importance as a venue/production facility/ heritage and tourism asset for 2021
  - Tourism impact
  - Employment impact
  - Deliverability (costs, timelines and outputs)
  - Capacity to deliver and contribution to step changes in tackling inequality
  - Level of work undertaken to date or in progress (e.g. RIBA design, feasibility study, business plan etc./readiness to move forward)
  - Sustainability – all projects to be revenue or sustainable
  - Financial benefits
  - Environmental impact
- 1.5. The strategy recommended key venues and production space that were considered relevant for the successful delivery and reputation of the city in hosting the UK City of Culture.
- 1.6. Assessed the appropriateness and readiness of capital scheme proposals against six strategic priorities:
  - Developing and improving the Cathedral/Museum Quarter as a key, multi-faceted visitor destination
  - Strengthening the City's creative sector economy through the provision of space for production, training and creative industries working
  - Ensuring that the City's key venues are equipped to deliver programmes of the highest National quality and appeal
  - Creating new space for dance, independent film and exhibition
  - Creating and improving informal spaces for a wide range of indoor and outdoor events and performances.
  - Addressing the City Centre public realm through coordinated initiatives to improve the creative environment

1.7. Although not exclusive the schemes that were rated at the top of the assessment were used as the key projects within the CWLEP growth deal and Arts Council England grant applications. These are detailed in section 2.5 table 1 – Cultural Capital Investment Fund Projects – Arts Council England

## 2. Options considered and recommended proposal

### 2.1. Option 1 – Accept the £8.51m allocation from Arts Council England (Recommended)

- 2.2. This is an opportunity, through culture, to raise the profile of the city, to attract new investors and enable significant regeneration. Coventry effectively has the benefit of the title for seven years from announcement, through delivery year to three years legacy. Already, the city has already realised over £28.5m of media coverage so far.
- 2.3. Coventry has developed a partnership Cultural Strategy 2017-2027 for which City of Culture can be an accelerant, for achieving wellbeing and economic outcomes. The Council already has a £722m capital programme in place from 2019 to 2024 with, clear economic and regenerative goals.
- 2.4. The recommendations for the Council to accept the £8.51m grant allocation would (subject to meeting terms and conditions of the award) could support the following capital projects that will create production space and expand and improve event/performance spaces. The funding could also help restore key historic buildings in the City Centre and ensure that they play an important part in 2021 and, most importantly, continue as a legacy for the City into the future.
- 2.5. The table below shows the schemes that were submitted in the application and the indicative amounts. The funding is restricted for the sole purpose of delivering the agreed capital project plan, however, as with all significant capital programmes there is flexibility to reallocate between agreed and potentially future projects.

Table 1 – Cultural Capital Investment Fund Projects – Arts Council England (ACE) proposed allocation

Project Name	Delivery Body	ACE Allocation
Coventry Cathedral extension	Coventry Cathedral	£1,000,000
Drapers Hall	Historic Coventry Trust	£1,500,000
Daimler Powerhouse	Coventry City Council	£750,000
Belgrade	Belgrade Theatre	£2,750,000
Herbert Art Gallery & Museum	Culture Coventry Trust	£1,000,000
St Mary's Guildhall	Coventry City Council	£1,510,000
<b>Total</b>		<b>£8,510,000</b>

### 2.6. Project Descriptions

#### 2.6.1. Coventry Cathedral

The Cathedral is Coventry's best-known visitor attraction providing the only large-scale indoor space capable of seating in excess of 1,500 people for live performances in Coventry City Centre. It has a unique collection of visual arts and crafts as well as its own historic collection of artefacts and photos. The ruins of the medieval Cathedral are also an important visitor attraction and venue and are used for a range of events and activities including the popular dining club, music and food evenings and concerts held in a marquee.

The project will enable the Cathedral to host a more diverse range of events and experiences and increase accessibility for visitors, improve visitor facilities and thus the visitor experience, as well as improving support for major events. The main capital project (Phase 1) is the extension to the New Cathedral which will provide essential facilities to support the projected increase in visitor numbers who will attend special events at the Cathedral or visit as a tourist during 2021 and beyond.

The extension will contain a new passenger lift, new W/C facilities, and an Education Room/events space with associated cloakroom (which will improve access and free-up valuable space in the Cathedral's Undercroft) and essential storage and back-of-house facilities to support events.

#### 2.6.2. Drapers Hall

Drapers Hall is one of Coventry's neglected heritage assets and is located adjacent to the Cathedral and St Mary's Guildhall in the 'Cathedral Quarter'. The scheme to bring Draper's Hall back into regular use is being developed by the Historic Coventry Trust (HCT) and involves the restoration and adaptation of the Regency building as a centre for music performance and music education. Once operational, it is proposed the Trust will take the building on a 250-year lease from Coventry City Council (CCC) under the Framework Agreement which it holds with the Council.

#### 2.6.3. Daimler Powerhouse

The Daimler Powerhouse building is owned by commercial property developers Wigley Group and located in a developing canal-side semi-industrial location and has potential for engaging local residents in participatory and training programmes. The building has been home to two arts organisations, providing administrative, rehearsal and production capacity for large-scale work, as well as a venue for participatory dance, music and theatre.

The proposed capital development could create production spaces for the UK City of Culture.

#### 2.6.4. Belgrade

The Belgrade Theatre is Coventry's largest producing theatre, seating 850 people in its main auditorium. It is the premiere space for live performing arts in the City Centre presenting a mixed programme of large-scale touring productions, including ballet and opera, as well as drama and musical productions created in-house. Alongside this it also presents stand-up comedy, live music and a wide range of youth and community events.

This project will refurbish the main auditorium (built in 1958) including the seating and flooring (in urgent need of upgrading); extend and re-brand the café involving a re-development of the Burbidge Room (former restaurant space) and create conferencing/workshop/hospitality space with storage facilities. The scheme aims to enable the Theatre to increase its earned income and provide multi-functional spaces for both creative and commercial benefit whilst reducing the building's environmental impact.

#### 2.6.5. Herbert Art Gallery

The Herbert Art Gallery & Museum is a museum, art gallery, records archive, learning centre, media studio and creative art facility located in the heart of the City Centre.

The project will re-purpose an existing painting store at the Herbert Art Gallery and Museum (HAGM) into additional gallery space and make improvements to the three adjoining galleries. The investment will allow the creation of a flexible space that enables a circular flow of visitor movement, which will support a connected dialogue between the four gallery spaces.

The additional gallery space and connectivity with adjoining galleries will provide Culture Coventry with the opportunity to attract and showcase nationally and internationally significant work; increase the number of National Partners using the HAGM gallery spaces; respond to customer feedback and improve the visitor experience in readiness for 2021; and create a platform for learning and engagement work to be exhibited alongside core programming.

#### 2.6.6. St Marys Guildhall

St Mary's Guildhall is a highly valuable cultural asset that Coventry is proud of. It holds significant national and local heritage value and is a Grade 1 listed building. The building has one of the last remaining intact medieval kitchens in England and houses the Coventry Tapestry which is the highlight of the historic collections at St. Mary's Guildhall, and is widely recognised as one of the rarest and most important examples of textile art in the country

St Mary's Guildhall currently does not offer a particularly engaging visitor experience neither does it adequately cater for the modern conferencing and event market. This project seeks to make capital improvements to the building to deliver an exceptional visitor experience, whether it be for casual visitors wanting to engage with the heritage of the Guildhall, event attendees or attract those hosting a conference.

#### 2.7. Arts Council England Grant Conditions

Arts Council England have issued a draft offer letter which has standard grant conditions for the award, as expected. To secure the public investment for each project, they are asking to put in place a deed of covenant on each of the assets, apart from the Cathedral, as outlined below:

**Belgrade Theatre:** Tripartite deed of covenant between Coventry City Council (the Organisation), Belgrade Theatre (the leaseholder) and Arts Council England (as funder) with a restriction on title over the leasehold of the Project Asset for a period of 20 years

**The Daimler Powerhouse:** Deed of covenant between Coventry City Council (the Organisation), and Arts Council England (as funder) with restriction on title over the leasehold of the Project Asset for a period of 20 years

**St Mary's Guildhall:** Deed of covenant between Coventry City Council (the Organisation), and Arts Council England (as funder) with restriction on title over the freehold of the Project Asset for a period of 20 years

**Herbert Art Gallery and Museum:** Deed of covenant between Coventry City Council (the Organisation), and Arts Council England (as funder) with restriction on title over the freehold of the Project Asset for a period of 20 years

**Draper's Hall:** Tripartite deed of covenant between Coventry City Council (the Organisation), Historic Coventry Trust (the leaseholder) and Arts Council England (as funder) with restriction on title over the leasehold of the Project Asset for a period of 20 years

- 2.8. Option 2 – Do not accept the £8.51m allocation from Arts Council England – resource from Coventry City Council Capital Programme or leave the work unfunded (**Not recommended**)
- 2.9. The Council have already committed £5m capital into the city readiness and legacy programme and a proportion of this fund has been allocated to the projects described above. This allocation has helped secure the £8.51m allocation and £2.4m allocation from the Local Growth Fund.
- 2.10. Not accepting the Arts Council England grant would place the Local Growth Fund and other match funding at risk. Funding has been awarded to the City of Culture projects contingent on the projects being able to source other match funding. If this match funding is reduced it places the whole programme of works at significant risk.
- 2.11. Not accepting the Arts Council Grant and utilising City Council Resource would impact on the Council's ability to deliver other capital work earmarked or prioritised within current capital programmes. Utilising CCC funding, given the reduction in public sector funding, and increased demand on Council services, would not be prudent.
- 2.12. Without the £8.51m allocation, there wouldn't be sufficient resource to fund the projects above and this would mean a lost opportunity to develop strong cultural infrastructure within the City. This would also have a detrimental effect on the legacy that UK City of Culture 2021 can build post 2021.

### **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 the 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 outreach 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 will reflect the voice of communities. For example, the proposed Streets of Culture programme will celebrate 21 Coventry neighbourhoods in 2021. Producers will support and empower local communities to curate festivals and commissions that showcase their culture: whether that be 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 to update people 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.
- 3.5. The Trust's Collaborative City team of producers will work closely with community organisations across the city to co-create a programme that is sustainable long after 2021 is over. This team will cover the 18 wards of the city and is already immersing themselves in the great work that currently happens across Coventry, working with schools, libraries, doctors surgeries, high street businesses, U3A and older voices, community organisations and charities, family hubs and faith groups.



- 3.6. The Trust's team of producers will be embedded in key organisations and networks in the city that are working to address some of the challenges the city faces – adding a layer of activity to work towards strengthening communities around issues surrounding poverty and homelessness; mental health; isolation and inequality experienced by newly arrived communities; and knife crime and safety, particularly amongst young people.
- 3.7. The Trust's Dynamic City producing team will showcase Coventry as a creative city – one that is creative; playful by nature; seven years younger than the national average; a test bed for 5G technology in 2021; and acutely aware of the impact we're having on our planet. This team will be future facing, pioneering new partnerships and new ways of working

#### **4. Timetable for implementing this decision**

- 4.1. The terms of the £8.51m Arts Council grant funding stipulate that all capital projects must be completed and operational by 31st March 2021. The majority of these projects have already commenced and are all on track to be completed in advance or in line with this deadline.

#### **5. Comments from Director of Finance and Corporate Services**

##### **5.1. Financial implications**

The report seeks approval to accept £8.51m capital resource from Arts Council England (ACE) to support the development of the City's Cultural Infrastructure to ensure that the City is ready for 2021. Approval is also sought to add to the capital programme, the £2.4m resources referenced in the report and approved by the CWLEP for the same purpose. Both of these allocations build on the £5m existing capital allocation approved by members in August 2018, forming a total City Council programme of enhancements to Cultural and Heritage assets of c£15.9m.

The Council would be required to act as accountable body for both the ACE, and the CWLEP grant monies for those projects not being directly delivered by the City Council. These projects will be supported by a back to back Grant Aid Agreement with relevant partners, outlining the grant conditions

Both of the external allocations will have some limited flexibility to reallocate resources within the scope of the infrastructure projects referenced in the report, however there is no flexibility to spend outside of the scope of projects bid for.

Members have previously been made aware of other grant funding and investment opportunities that have already been secured through third parties up to a value of £47m that will also contribute to the readiness of cultural assets for 2021. The largest of these relate to Warwick Arts Centre, Charterhouse and Drapers Hall. The project delivery and financial risk of these will of course be through external partners.

##### **5.2. Legal implications**

Section 1 of the Localism Act 2011 permits a Council to do anything that an individual may do whether or not normally undertaken by a local authority (the General Power of Competence). The power is subject to any pre or post commencement restriction on the use of the power (none of which apply in this case).

The grant award letter sets out the terms and conditions which the Council will be required to comply with and in light of the fact that part of the funding secured through this

award will be passed to third parties, the Council will ensure that there is a legal agreement which passes these conditions to the third party organisation in order to minimise any risk to the Council.

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 mitigate against any state aid and procurement challenges.

## 6. Other implications

Any other specific implications

### 6.1. How will this contribute to the Council Plan ([www.coventry.gov.uk/councilplan/](http://www.coventry.gov.uk/councilplan/))?

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 is being overseen by a City Readiness Board, chaired by the Deputy Chief Executive (Place).

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 is 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. Equality and Consultation Analysis (ECA)**

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) climate change and the environment**

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

## **6.6. Implications for partner organisations?**

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.

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Place

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Andy Williams	Director of Business, Investment and Culture	Place	05/08/19	06/08/19
Martin Yardley	Deputy Chief Executive	Place	06/08/19	06/08/19
Councillor G Duggins	Cabinet Member for Policy and Leadership	-	06/08/09	07/08/19

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