
To: Scrutiny Co-ordination Committee

Date: 25th March 2020

Subject: Culture Coventry Trust

1 Purpose of the Note

- 1.1 To advise the Committee of the activities and achievements of Culture Coventry Trust, including the outcomes from grant funding, monitoring arrangements and future plans.

2 Recommendations

- 2.1 To consider the content of the briefing note and make recommendations to the Cabinet Member for Housing and Communities concerning ways to increase the contribution of the Council's investment in Culture Coventry to agreed priorities

3 Background

- 3.1 Culture Coventry Trust (CCT) was established in 2013 and is an independent limited company with charitable status, with a Board of five trustee-directors. CC manages the Coventry Transport Museum, Herbert Art Gallery & Museum, Old Grammar School and Lunt Fort, and has responsibility for the management of the city's collections of art and archives, and for the running of the Tourist Information Centre
- 3.2 The charitable objects of CC are:
- the advancement of education for the public benefit in the knowledge of the history and development of British road transport by collecting and conserving road transport items of aesthetic, historic, constructional or engineering interest or importance.
 - the advancement of education of the public in relation to arts, culture, heritage and science in Coventry.

Context of the relationship between the Council and the Trust

- 3.3 The Council is the main funder to the Trust providing annual grant of £2m. The agreement expires in March 2021 and the service is currently undertaking a review of all grants, intended to sharpen processes and ensure grant agreements are fit for purpose. This may have implications for CCT future applications for support.
- 3.4 In June 2017, the previous CEO of CCT departed the organisation and CCC commenced some investigatory work into the funding and financing challenges that were being experienced within CCT.

- 3.5 In October 2017, Coventry Sports Foundation (operating as CV Life) agreed to support CCT through some more detailed work alongside officers from Coventry City Council (CCC), into developing and implementing a Business Recovery Plan (BRP).
- 3.6 The Directors of CSF agreed for their CEO (Paul Breed) to work across both organisations during this time, whilst CCC also agreed to the secondment of their Head of Transformation and Major Projects (Jane Murphy) to work alongside Paul.
- 3.7 Since this time, CSF has extended its support to CCT through the work of their Head of Finance; Management Accountant; Commercial Manager; HR Manager; and Executive Assistant.
- 3.8 CCT do not reimburse either CSF or CCC for any of the support services being provided in the delivery of the BRP.
- 3.9 The CCT Board approved a four-year Business Plan in February 2018, which involved substantial restructuring within the Trust and was also the basis for a successful application to the Arts Council England for four years of funding at £400k per annum.
- 3.10 The four-year Business Plan also allowed for the complete repayment to CCC of circa £600k of additional funding that had been provided to CCT prior to the implementation of the BRP.
- 3.11 CCT introduced charging to Coventry Transport Museum in July 2019.
- 3.12 During the first year of the BRP, CCT were able to meet their liabilities (including the repayments due to CCC) and build some working capital, which is being used to fund a combination of essential repairs and maintenance along with Improvements and updates to the museum offer.

Links between the Culture Coventry Trust and City of Culture 2021

- 3.13 CCT is currently coming to the end of its second year of the four-year cycle of NPO funding from the Arts Council England (ACE).
- 3.14 The process for applying to the ACE for the next round of NPO funding (2022) is currently commencing and will connect directly to the new Arts Council Strategy – ‘Let’s Create’.
- 3.15 CCT is also currently in the midst of an application process to the Arts Council’s – National Activities Programme, which if successful would provide an addition circa £700k of capacity for the delivery of its 2021 programme and subsequent legacy.
- 3.16 The Herbert Art Gallery is currently in the process of delivering two capital programmes – one that involves the installation of energy saving technology; and the other that will result in the re-purposing and refurbishment of four of its galleries.
- 3.17 The sharing of support services between CCT and CSF / CCC has continued since 2017 / early 2018 and is still in place, whilst a feasibility exercise is undertaken into whether this arrangement could be extended beyond ‘Shared Services’ into a more permanent structure of a singly governed Single Entity Trust bring both CCT and CSF together into the same entity.
- 3.18 This Single Entity Trust exploration feasibility is ongoing, but is currently being resourced by the shared services team who are already working across both organisations, such that it is being run in parallel to the day to day operational demands

Attendances

3.19 The Lunt Roman Fort focusses mainly on educational visits, with some general public admissions. The Old Grammar School (refurbished in June 2015) has since been used exclusively for conferencing and events with visitor numbers between 200 and 300 per year. Attendances at sites operated by CC (Coventry Transport Museum, Herbert Art Gallery and Museum and the Lunt Roman Fort) are detailed below. The downward trend of visitor numbers is a challenge for the trust. It should be noted that nationally DCMS sponsored museums nationally have demonstrated a 3% decline in visitor numbers.

Table 2 - Total visitors through front doors of HAGM comparing to 2018/19

| Month | 2019/20 | 2018/19 | Inc/Dec 18/19 | Var. on prev year |
|--------------|----------------|----------------|---------------|-------------------|
| April | 24,995 | 19,822 | 5,173 | 26% |
| May | 15,930 | 14,314 | 1,616 | 11% |
| June | 20,902 | 21,163 | -261 | -1% |
| July | 20,749 | 19,561 | 1,188 | 6% |
| August | 16,699 | 22,460 | -5,761 | -34% |
| September | 16,395 | 18,749 | -2,354 | -14% |
| October | 20,832 | 17,666 | 3,166 | 17.9% |
| November | 35,137 | 36,415 | -1,258 | -3.5% |
| December | 10,122 | 10,966 | -844 | -7.7% |
| January | 13,888 | 12,492 | 1,396 | 11% |
| Total | 195,649 | 193,608 | 2,061 | 1% |

Table 3 - Total visitors through front doors of CTM comparing to 2018/19

| Month | 2019/20 | 2018/19 | Inc/Dec 18/19 | Var. on prev year |
|--------------|----------------|----------------|----------------|-------------------|
| April | 28,829 | 36,868 | -8,039 | -22% |
| May | 27,363 | 30,173 | -2,810 | -9% |
| June | 28,236 | 26,624 | 1,612 | 6% |
| July | 21,764 | 29,443 | -7,679 | -26% |
| August | 23,027 | 37,867 | -14,840 | -39% |
| September | 16,868 | 28,872 | -12,004 | -42% |
| October | 19,567 | 29,711 | -10,144 | -34% |
| November | 16,379 | 24,538 | -8,159 | -33% |
| December | 22,690 | 31,428 | -8,738 | -28% |
| January | 13,559 | 22,523 | -8,964 | -40% |
| Total | 218,282 | 298,047 | -79,765 | -27% |

The link below shows valuable information on the visitor numbers at other museums against which we CCT can benchmark against..

<https://www.alva.org.uk/details.cfm?p=423>

3.20 CC had anticipated reduced visitor numbers in its financial forecasts at CTM as it anticipated customer sensitivity to the introduction of charging. It is expected that this resistance will lessen in future years. If visitor numbers follow the current trend, the total

visitors for the first year of charging will be in the region of 244,000, which is a significant reduction on the previous total.

Table 4 Percentage of visitors through the box office at CTM by post code within Coventry

| Month | Go CV total | Cv1 | CV2 | CV3 | CV4 | CV5 | Cv6 |
|--------------|----------------|-----|-----|-----|-----|-----|-----|
| Total | 100% | 11% | 18% | 21% | 8% | 17% | 24% |

The highest % of visitors within Coventry are from post code CV6 (24%) and the lowest % is from CV4 (8%).

Visitor Services & Charging

Income

- 3.21 Income is forecast to be 37% behind budget by year end (prior to application of gift aid income, which could see the forecast position be closer to 30% behind budget) reduction in related expenditure has seen the November management accounts position to be £26k ahead of budget and forecast position for year end is to be slightly ahead of budget.
- 3.22 Culture Coventry markets the venues and programme in a variety of ways to reach a diverse variety of audiences. A non-exhaustive list of activity can be found below.
- 3.23 Previously the marketing of the attractions had been focused on a local audience, however, as CC look to market Coventry as a destination, the focus now looks to engage local audiences and national and international visitors.

- Partnership working and cross promotion with a huge array of partners, from industry and local universities to national partners and attractions
- Website/s
- Social media campaigns (paid and organic)
- Google AdWords campaigns
- Regular E-newsletters
- Printed materials – including: leaflets, billboards, bus advertisements, street banners, posters etc. These are distributed on a local, regional and national scale dependant on target audience.
- PR events, launches and outreach activity.
- PR – regular PR activity for all exhibitions and the permanent offer via an agency
- Radio campaigns
- Target mobile phone advertising at competitor sites
- Group travel advertisements and partnerships
- Online listing sites

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