

The Strategy for Culture in Coventry

Guiding Principles for the Strategy

This is a strategy for action and for building up partnership capacity and commitment to take that action. It is based on a small number of important guiding principles. The Cultural Strategy will:

- focus on the 'big issues' that affect the cultural sector and which offer the maximum opportunity for strengthening culture across the city, enhancing its impact on local communities as well as the proposed growth and development of Coventry
- build on Coventry's strengths, address the existing opportunities and identify the objectives against which present levels of resourcing need to be measured. It will not rule out initiatives requiring new resources, but will focus on making the best use of what is already in place
- be ambitious and aim for distinctiveness, innovation, high quality and high profile, but none of this needs be in conflict with inclusiveness – indeed, quality and distinctiveness will come from capitalising on widespread community involvement and access, building an active and equitable base for cultural development across the city
- seek to increase participation but focus on the outcomes achieved from all forms of cultural activity particularly by priority groups and priority neighbourhoods
- recognise that all stages of cultural 'production and consumption' need to be addressed if a strong cultural sector is to be developed in the city
- initiate a process to strengthen the leadership for and understanding of culture's contribution to the future development of Coventry. It will aim to identify champions in all fields, across generations, social and ethnic groups
- ensure effective mechanisms for communication and implementation of its objectives across stakeholders and the wider community.



Who Needs to be Involved in the Strategy?

The Cultural Strategy is for the city as a whole. It will succeed only if it is actively supported by:

- cultural bodies and providers in the private, voluntary, trust and public sectors
- educational bodies including the two Universities, colleges and schools
- Council based cultural services including sports, heritage, libraries and arts
- CVOne and the retail and business sector in the City
- Coventry City Council regeneration, economic development and planning services
- elected members of Coventry City Council
- CSW Sport the Sub-regional sports partnership
- Community and club based sports organisations
- community organisations representing neighbourhoods, faith and ethnic groups and communities of special interest such as those groups representing people with disabilities
- the local media, print and broadcast
- regional agencies responsible for culture, tourism and economic development.

Whilst many of these bodies are involved with cultural development in some form, and others like MLA West Midlands have actively indicated they would wish to be involved, others are not. A key task will be to address the lack of involvement of some groups, for example the private sector, both within the Cultural Partnership and the city-wide initiatives that this Strategy proposes.

The Cultural Strategy will be led by the Cultural Partnership which is part of the wider Coventry Partnership. The Coventry Partnership will be responsible for ensuring that culture links with other theme areas of the Partnership's work to play its role in securing quality of life for all of Coventry's communities.



The Priorities for Culture in Coventry

To fulfil its aim of supporting Coventry – both city centre and the wider local authority area as ‘a growing accessible city where people choose to live, work and be educated and businesses choose to invest’, the Cultural Strategy proposes five policy priorities. These are:

1. Develop the new Creative Coventry

Culture has a vital role to play in Coventry’s future as a 21st century city. The development of creative and innovative businesses can help secure it as a stronger place within the knowledge-based global economy. The development of a robust and vibrant cultural sector will make it attractive to the new businesses and creative people who will help Coventry thrive.

2. Raise Coventry’s profile with the community and visitors

Culture in Coventry needs to raise its own profile and project an image of quality, distinctiveness, excitement and innovation. It needs to fulfil its potential role in promoting the city as a place to live, work, visit or do business in and in creating a vibrant cultural life for its communities and those attracted to the city. It needs to bring a greater degree of co-ordination to promoting the city and its culture – presenting a coherent vision and driven by renewed confidence in Coventry’s future.

3. Connect the city’s culture to the local neighbourhoods

The cultural sector and its partners need to address the negative perceptions of culture in Coventry and the gaps in participation in cultural activities or access to cultural opportunities, particularly in the priority neighbourhoods. There need to be chances for participation, volunteering and employment in and enjoyment of a wide range of cultural activities, celebration and showcasing of local and diverse cultural expression and the development of pride in the city’s cultural activities.

4. Make the city centre a vibrant centre of culture

Cultural activity can help Coventry’s city centre become a more attractive place for local people and increasing numbers of visitors and address the many negative perceptions currently held about it. In the daytime and especially in the evening culture can enhance the quality and excitement of the built environment, bring animation to its streets and malls, encourage a wider range of users and uses and project a positive image of Coventry’s diverse communities and innovative culture.

5. Contribute to social inclusion and community cohesion across the City

Ensure that activities that contribute to the cultural offer also offer sustained opportunities for those who may be less advantaged through their economic position, their age or through their disability. To ensure that the cultural sector is contributing to lower crime rates, increasing community cohesion and contributing to a greater recognition of the different cultural backgrounds that makes up the city.

Working to Achieve the Priorities – the Cultural Strategy Initiatives

How are the City Council, the Cultural Partnership, and the wider group of stakeholders going to work to achieve these five priorities? The Strategy proposes the following initiatives:

Initiative 1

Plan with the Universities and other partners in the sub-region ways to facilitate and support the development of the cultural and creative sector and its businesses

This work could be formalised as a Cultural and Creative Industries Strategy. The key steps are to investigate the needs of and the potential for growth of creative business and link cultural and creative industry development to the city's growth and development plans including the Local Development Framework and regeneration programmes and to regional initiatives. The plans should set out a vision for a new creative economy-based Coventry that will inspire and gather widespread support and understanding.

Coventry is already taking important steps to promote cultural industries and to grow some of the innovative creative businesses in the city. Support for Coventry University's ICE Academy and Warwick University's Creative Village and similar projects should seek to identify how the approach and benefits of these projects can be extended, both to attract incoming creative business and support the development of local cultural entrepreneurs.

Initiative 2

Develop a programme to integrate Coventry schools and colleges with creative businesses and cultural organisations

Local people need to share in the development of the creative and knowledge-based economy and schools and colleges offer an obvious route to achieve this. A programme to encourage and link local young people to creative opportunities could build on the success of Creative Partnerships, School Sport Partnerships and successor projects, and also link with the Youth Service and community organisations.

The aim should be to identify ways in which young people and people from the community can be linked to cultural and creative providers and businesses through work placements and a wide range of school links with the creative sector.

Initiative 3

Identify spaces which could be used to encourage the development of creative businesses and cultural organisations.

This initiative could address the current shortage of cultural development spaces, enliven the city centre and other areas and facilitate the growth of local creative entrepreneurial activity. It should be undertaken with City Council planning and asset managers, CVOne City Centre Operations Group, developers and property owners. This should seek both short and medium term spaces for production, rehearsal, storage, display and sale in, for example, empty shops, other temporarily vacant buildings and in and around the ring road. It should also address the longer term shortage of cultural development space through establishing partnerships with developers to identify opportunities for facilities.

Initiative 4

Develop and sustain a joint cultural marketing campaign for Coventry's growing cultural attractions

This campaign should be aimed at local people, visitors and businesses and individuals who can be attracted to the city, to take advantage of the opportunity presented by the new and improving cultural facilities, (including the Ricoh Arena, Transport Museum, Belgrade Theatre and The Herbert) and the existing cultural facilities such as the Cathedral. It can build in the experience of previous campaigns such as the 2005 'Summer of Cov' and subsequent campaigns and should stress the range and quality of cultural facilities now available within the city for both residents and cultural visitors alike. It must present an up-to-date image for Coventry and be connected with wider regional campaigns to raise participation and engagement.

Initiative 5

Enhance the special role for spectacular events in representing Coventry at its best.

Events are a strength in Coventry and an effective way of presenting a vibrant image of the city and celebrating its own and world-wide culture, and of involving local people and attracting visitors alike. The events programme should build on already successful events including the Godiva and Jazz Festivals, Mystery Plays, National and sub-regional events such as the International Children's Games, UK Schools Games and community sports events and major Ricoh Arena events and with creative events organisers, Imagineer. The aim should be to develop sponsorship and support which can sustain spectacular and special events – representing Coventry at its best.

Initiative 6

Actively promote public art to enhance the quality of the city's environment and express the city's creativity.

Public art can play a powerful role in further enhancing the city centre and the neighbourhoods. It can offer the opportunity for community involvement and expression and bring together a wide range of partners. A strategy for public art should be linked with the city's Supplementary Planning Document for the Local Development Framework and should seek to enhance the city centre, the neighbourhoods, and the area around the ring road with work at community level and also iconic structures capable of attracting international attention. It should be linked to visitor and local community participation initiatives to heighten enjoyment of the city and the benefits that could flow from a high quality programme of public art.

Initiative 7

Promote the city's role as a sub-regional centre for culture

Coventry needs to improve its role within the sub-region for which it is a natural capital. This could be achieved, for example, with programmes to increase the use of its cultural facilities as conference or event locations. Existing events such as the CVOne Godiva Awards, the partnership with CSW Sport sub-regional sports awards, planning for a 2012 legacy which cover Coventry's cultural and business hinterland should be supported and extended if possible along with other celebratory and other events which can enhance Coventry's role within the region and the benefits of a vibrant cultural scene.

Initiative 8

Develop a distinctive programme for the 2012 Cultural Olympiad in which Coventry can build on its status as a centre of Peace and Reconciliation

Coventry has a unique position in the world and it should build on this to explore how it can make a distinctive contribution to the 2012 Olympiad which begins in 2008 and for the Olympic year itself 2012. This should bring together the City Council, the cultural sector and all those concerned with the promotion of the city with the Cathedral, ethnic and faith groups and international links established through twinning, to develop a programme for 2012 and promote the city's reputation as a place of relative harmony and mutual respect alongside the 50th Anniversary of the new Cathedral.

Initiative 9

Identify initiatives and resources that can promote cultural opportunities for the whole community and broaden cultural participation

Coventry's increasingly diverse communities need local and improved access to the city's growing cultural facilities and activities. The Cultural Partnership has already adopted targets for broadening participation and reducing the gap between priority neighbourhoods and other parts of the City and these should be pursued as part of the strategy.

Increasing participation can be achieved by a range of programmes such as promoting outreach activity by cultural flagships to local neighbourhoods, 'twinning' of neighbourhoods with cultural organisations, supporting locally-based sports, arts and media initiatives, and heritage projects that link local people with their family and city history. Also continuing successful targeted intervention programmes to combat crime and antisocial behaviour, improve health and educational achievement.

The use of events and the city centre can also contribute to increasing participation and local involvement. The enhanced cultural activities within the city centre should include providing a showcase for local talent and diverse cultural expression. This should be led by CVOne, working with Imagineer and other cultural and community organisations to enhance the current range of events featuring local groups and projects. This programme can include performances, sports demonstrations, craft fairs, art exhibitions – building on the example shown by the Ricoh opening event to promote and involve the wide range of cultural activities taking place throughout the city.

There could also be work with the voluntary and private sports clubs to develop effective sustainable club-school links. This should be linked to the City Council's planned review of community facilities and also the Cultural Partnership's 'Closing the Gap' targets in addition maximising the opportunity that Building schools for the Future presents.



Initiative 10

Develop the evening economy in the city centre making it a busier and more vibrant place

The initiative takes the opportunity presented by the opening of new and improved cultural and retailing facilities to address the serious negative perceptions and issues relating to the City Centre. The planning for enhancing the evening economy should bring together the City Council, CVOne, catering and retailers, police, and city centre cultural providers to promote the safe and enjoyable use of the city centre for local people and visitors.

Initiative 11

Develop and promote Coventry as an accessible city

Coventry can work to achieve distinction as an accessible city, welcoming to local people, those with special needs and visitors alike. The Council, CVOne, transport providers and cultural bodies should work with people who have physical and sensory impairments, young people, ethnic and faith groups and anyone not currently using the city centre as they might to identify transport, signage and other issues that should be tackled to promote greater access to the city. Develop the Passport to Leisure and Learning Scheme, extending the eligible population and improving the activity range.

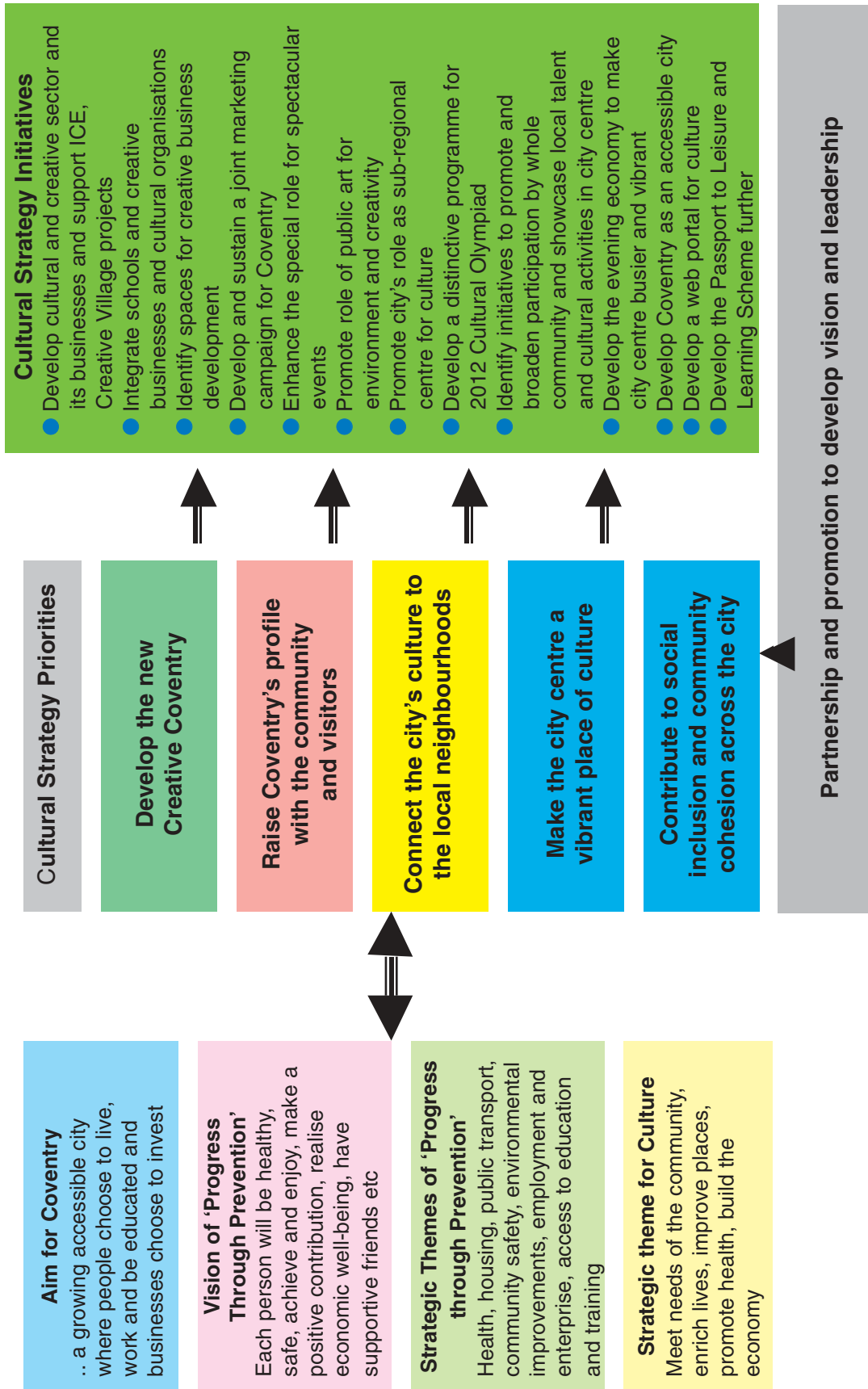
Initiative 12

Develop an online Web Portal for Culture, which can be linked to the City Council's Coventry Active data base

A developing cultural sector needs a single online portal at which residents and visitors can access cultural facility and activity web-sites and which can be used to promote a higher profile for a dynamic and inclusive cultural sector in the sector. The portal could also offer an opportunity for developing web-based networking activities by and for cultural practitioners.



The following diagram shows how the Cultural Strategy's Five priorities and these initiatives link to Coventry's community vision and priorities.



Organising to undertake these initiatives

Leadership and organisation are critical to the success of this programme. How are they to be developed? The Cultural Strategy proposes the following organisational steps and promotional activities:

- Initiate a discussion with key partners, led by the Cultural Partnership, to assess what organisational means can most effectively secure support for and implementation of the priorities set out in the Cultural Strategy. This might include, for example, the establishment of a small development group that includes key members from all sectors of the cultural economy, and the development of 'Cultural Champions' for the city who will promote the role that culture can play in its future development.
- Promote the case for culture through media, seminars and conferences. The Cultural Partnership and the City Council could, for example, work with their University partners to develop a high profile conference on creativity and the city in the 21st century as a way of launching its new vision.
- young people's direct and active involvement in the strategy implementation process is secured through projects like The Space of Possibilities which could be linked to resources like the Youth Opportunities Fund to build a sustainable and effective 'voice' for young people in Coventry's cultural future.
- Work with other Coventry Partnership Theme partners to empower community sports, arts and other cultural activity targeted at priority areas and community-led initiatives.

Targets for the Cultural Strategy

The actions set out in the Action Plan will have achievement of a range of outcomes for the city and its communities. The strategy will work alongside other initiatives by the Council and its partners to achieve outcomes which will include:

- level of recognition of Coventry's cultural facilities and activities (i.e. we now know that something is happening!)
- satisfaction with the city's cultural facilities
- broadening participation rates in cultural activities of all kinds
- reductions in inequalities in participation
- increases in city centre usage, dwell times and spending
- increases in visitor numbers to the city
- increases in cultural businesses being established and operating in the city

Action Plan

A Provisional Action Plan has been developed by the Cultural Partnership as a basis for discussion with and commitment by key partners. These discussions will follow formal adoption of the Strategy by the City Council. The Action Plan sets out a programme to take place over the next five years with an indicative timescale for each action.

The Cultural Partnership will lead the process of implementation, review and development of the Action Plan with its partners. It will work closely with lead partners, monitor the results of agreed actions and initiatives, liaise with the full range of partners.

This Action Plan will be reviewed by the Cultural Partnership after one year of its initiation in September 2007 and will be updated as appropriate. It will be subject to annual review and updating thereafter.



Initiative	Actions	Lead & Partners	Outputs & resources	Timescale
<p>1 Plan with the Universities and other partners in the sub-region ways to facilitate and support the development of the cultural and creative sector and its businesses</p>	<p>Carry out research/review to identify barriers to development and needs of creative/cultural businesses in Coventry (and allowing for sub-regional offer)</p> <p>Develop co-ordinated action on resource support, business support, to the sector and practicing artists etc</p> <p>Support Coventry University's ICE project and the Creative Village and other business initiatives by Warwick University</p>	<p>Coventry University University of Warwick WCC Business Link Gateway Regional agencies including Screen West Midlands, AWM ACE WM Neighbouring Local Authorities CCC Economic development</p>	<p><i>Increased numbers, range and scale of creative and cultural businesses</i></p> <p><i>Partner resources, external funding for research</i></p> <p>Impact Measure: economic development – number of creative businesses in Coventry</p>	<p>To Sept 2010</p>
<p>2 Develop a programme to integrate Coventry schools and colleges with creative businesses and cultural organisations</p>	<p>Develop wider programme of co-ordinated placements and work experience with whole range of cultural bodies</p> <p>Review other initiatives including Building Schools for the Future to include all schools and colleges</p> <p>Produce arts directory to profile cultural activity in schools and develop training for creative practitioners to allow improved working with schools</p>	<p>CCC Educational Advisory Service (including Performing Arts Service) Specialist status schools Cultural facilities offering placements and involved in project work ALISS (Artists Learning information and Support Services) Creative Partnerships (or successor projects) Colleges, other schools ICE</p>	<p><i>Increased numbers of placements for young people</i></p> <p><i>Increased interest in careers in cultural sector</i></p> <p>Partner resources</p> <p><i>Impact Measure: number of graduates staying in Coventry</i></p>	<p>Sept 2007 – Sept 2008</p> <p>To Sept 2010</p>
<p>3 Identify spaces which could be used to encourage the development of creative businesses and cultural organisations</p>	<p>Investigate opportunities for spaces and buildings and develop and publicise guidance to support creative and cultural businesses in finding premises – drawing on the analysis of needs carried out in 1 above</p> <p>Identify and establish models of good practice for a) temporary use of vacant properties (eg shops, other spaces) for artists and arts practitioners to develop and sell work and b) develop productive relationships between business, land and property developers and the creative sector</p>	<p>CCC Property Services Arts and Business WM CCC Economic development, planning and regeneration depts. CVOOne ACE WM ICE Cultural Partnership Private developers</p>	<p><i>Increased numbers of businesses and scale of cultural business</i></p> <p><i>Partner resources</i></p> <p><i>Potential development partner resources</i></p> <p>Impact Measure: economic development – number of creative businesses in Coventry</p>	<p>To Sept 2010</p> <p>Sept 2007 – Sept 2008</p> <p>To Sept 2010</p>

	Initiative	Actions	Lead & Partners	Outputs & resources	Timescale
4	Develop a joint cultural marketing campaign for Coventry's growing cultural attractions	Work with the City Centre Marketing Group to develop campaigns targeted at selected internal and external audiences	CVOne City Centre Marketing Group Cultural providers/facilities Heart of England Tourist Board	<i>Increased visitors to city and to cultural attractions</i> <i>Higher profile with city</i> <i>Increased knowledge of events and provision</i> <i>Partner resources</i> <i>External funding</i> Impact Measure: participation in cultural activity as measured by the GHS	To Sept 2010
5	Enhance the special role for spectacular events in representing Coventry at its best	Review feasibility of developing a world class event for the city at least biennially which can promote city on a bigger scale whilst retaining community linkages	CVOne City Centre Marketing Group Cultural providers/facilities Heart of England Tourist Board	As above Impact Measure: economic development – investment measure of event	Sept 2007 – Sept 2008 To Sept 2010
6	Actively promote public art to enhance the quality of the city's environment and express the city's creativity	Embed provision of innovative public art within relevant planning policies including LDF Promote use of local artists for public art including through web listing (see 12) Facilitate access to public art – through joining with walking programmes, city literature and tours Review possibility of incorporating innovative public art as part of the new city 'gateway' station development	CCC Planning Dept Cultural Partnership CVOne CCC Arts Development Developers ACE WM Public Art agencies Arts Exchange Coventry	<i>National recognition of Coventry public art</i> <i>Increased satisfaction of visitors and community with city centre</i> <i>Partner resources</i> <i>Developer funding</i> Impact Measure: Amount of public art in the city (it is accepted that this enhances the quality of life)	To Sept 2010 To Sept 2012

	Initiative	Actions	Lead & Partners	Outputs & resources	Timescale
7	Promote the city's role as a sub-regional centre for culture	Secure places on sub-regional partnerships Identify sub regional audiences we want to target Use of Cultural Champions Extend and promote Godiva, sports awards to promote and celebrate cultural innovation	CVOne Destination Management sub-regional partnerships Advantage West Midlands Cultural Partnership Coventry University	<i>Increased visitors from sub-region</i> <i>Increased recognition and satisfaction with Coventry cultural provision</i> <i>Partner resources</i> <i>Impact Measure: visitor economy measures</i>	To Sept 2010 To Sept 2012
8	Develop a distinctive programme for the 2012 Cultural Olympiad in which Coventry can build on its status as a centre of Peace and Reconciliation	Initiate discussion led by Cultural Partnership with CVOne, Cathedral and other key partners on ambition for 2012	Cultural Partnership CVOne Cathedral AWM CSWP – 2012 co-ordinator for sub region and region Major cultural facilities Universities Faith groups CCC	<i>Raised international profile for Coventry</i> <i>Raised profile as part of 2012</i> <i>Partner resources</i> <i>Possible external funding</i> <i>Impact Measure: economic impact measures of events</i>	Sept 2007 – Sept 2008 for initial planning To Sept 2012
9	Identify initiatives and resources that can promote & broaden cultural opportunities for the whole community and increase cultural participation	Adopt Cultural Partnership targets to narrow the gap of inequality in terms of cultural participation across the City Develop a programme that showcases local talent and cultural activities in the city centre	Cultural Partnership CCC CVOne Delivery bodies	<i>Targets as set by Partnership</i> <i>Partner resources & external funding</i> <i>Impact Measure: General Household Survey - % gaps narrowed</i>	To Sept 2012

Initiative	Actions	Lead & Partners	Outputs & resources	Timescale
10	Develop the evening economy in the city centre making it a busier and more vibrant place	CVOOne City Centre cultural facilities Police CCC Economic Development Cultural Partnership	<p><i>Increased numbers and range of users in city centre</i></p> <p><i>Decreased fear of crime in evening</i></p> <p><i>Partner resources</i></p> <p><i>Impact measure: no of users, dwell times in city centre</i></p> <p><i>Satisfaction with city centre</i></p>	To Sept 2010
11	Develop and promote Coventry as an accessible city	<p>CCC City Development CVOOne Disabled People's Groups Cultural providers</p> <p>CCC Culture & Leisure Passport partners</p>	<p><i>Partner resources</i></p> <p><i>Impact measure: Satisfaction with city centre, usage by whole community</i></p> <p><i>Impact Measure: Percentage take up of passport scheme from eligible populations</i></p>	To Sept 2010
12	Develop an online Web Portal for Culture, which can be linked to the Council's Coventry Active data base	<p>City Marketing Forum Cultural Partnership CVOOne</p>	<p><i>Increased participation</i></p> <p><i>Partner resources, CCC development resources</i></p> <p><i>Impact measure: Increase in those with information on cultural opportunities</i></p> <p><i>Increase in participation</i></p>	To Sept 2010

Appendices

A. Coventry Events Strategy	59
B. Overview of Cultural Participation	71
C. Summary of Views from Consultation	81
D. Overview of the Policy Context for the Strategies	89
E. Glossary	105

Appendix A

Coventry Events Strategy

1 Events and Coventry

Events offer an inclusive, accessible, local opportunity for cultural activity. They bring the local community together and attract visitors to the city. As with other cultural activities they can link with and support a range of community objectives including strengthening community cohesion, building a sense of pride of place, encouraging access to the public realm, and help promote initiatives which improve quality of life.

For a local authority such as Coventry City Council, hosting or organising events bring together many services both within and outside the City Council. Whilst cultural services and local community organisations will have the significant role in initiating events and hiring or providing the key activities, the planning and delivery of events crucially involves other public services including Street Cleansing, Waste Services, Licensing, Traffic Management, Environmental Protection, Food Safety, Health and Safety and Emergency Planning.

2 Defining Events

2.1 What do we mean by events?

Events take place throughout the year and throughout the world. Some are known worldwide because of the way they are marketed - for example, tennis at Wimbledon, the Carnival in Brazil, or the Tour de France. They give a place a profile. At a local level and no less important for those attending and taking part, are the school nativity play, celebrating the local rugby club's centenary, or the village fair.

All have one thing in common: they are one-off occasions in the year's calendar and for those who organise, take part and attend, they bring a special reward - opportunities to escape the routine of everyday life, to live rather than just exist and above all else, have fun.

Events can be totally free-standing, unrelated and unconnected to any strategies or policies the City Council has produced and endorsed. They are judged by both the audience and those who determine the allocation of City Council resources as an entertainment; something to amuse the public at large. Conversely, they can be seen as a powerful tool to promote an idea, educate, create employment or deliver the desired outcome of a strategic objective.

2.2 Regular and Special Events

It is important to differentiate between events and regular or routine entertainment and sport. In the events industry, events are often referred to as Special Events and this is the key to defining them: events are something different, they are something out of the ordinary, they are something special.

Special Events are occurrences which do not happen every day of the week or on a regular basis. They can be sport related: although Coventry City Football Club playing on a regular basis in the league at the Ricoh Arena would not be considered a special event, their appearance in the FA Cup final would be. This is because football is played on a regular basis, at many different levels throughout the country but there is only one FA Cup final - a unique occasion. Similarly, horseracing is staged throughout the country every week of the year, and there are still special events in the racing calendar, most notably the Grand National run at Aintree – for many years a must-see event which the entire population of Britain is aware of.

Special Events are about taking a regular activity outside its usual setting and presenting it in a new environment so as to create greater interest, or appeal to a wider audience. A good example is “Shakespeare in the Park”. Rather than stage the production indoors at an established theatre, instead at the height of summer use an outdoor venue with a stately home as a backdrop or using boats on a lake as props. It then becomes a special production, something more likely to be remembered by those attending. Special Events can be about using spaces for something other than their routine or intended purpose.

Events are often centered upon anniversaries, celebrations and religious festivals and are frequently organised by non professionals, e.g. someone whose day job is different from the role they take in putting on the local community festival.

There are, of course, professional organisers whose living comes from organising community events and larger productions. There are commercial companies who seek to use public open space to stage events such as circuses or funfairs where their aim is commercial gain. Charities, too, stage events to raise funds for their particular cause.

Leaving aside those of national importance and staged for commercial gain, events can be characterised as:

- one-off happenings, possibly annually, but not routinely week after week
- taking place on public open space
- mostly free to the public
- having a main, non-commercial objective
- often organised by grant funded performance art and production companies, charities, community groups and clubs
- celebrations or anniversaries
- using a space for something other than its everyday principal purpose.

Above all they are something different, they are something unusual, they are something exciting, giving audiences a unique experience and memory to tell their friends and family just how good it felt.

3. Making Events in Coventry

3.1 The main providers and facilitators of events in Coventry

Probably the best way to categorise the events is by organiser, promoter or facilitator. For the purpose of the Events Strategy, the performance of plays in purpose-built theatres, conferences in the Ricoh Arena or bands playing regularly in pubs are not considered as events. Nor are regular week-in, week-out sporting fixtures, amateur or professional, however one-off events such as the National School Games or charity fun runs should be included.

The **major cultural providers of events** are:

The City Council's Events Office within Culture, Leisure and Libraries is responsible for:

- a year-round programme held in the parks of family fun days, fairs, festivals, charity and community sports days and runs and public celebrations facilitated by the events office
- the budget used to pay for infrastructure such as stewarding, toilets, etc.
- licensable activities staged using premises licences held by the Events Office all of which are free to attend and aimed at residents, with the objective of providing days out and building community cohesion
- publish a full list of events both on the City Council's website and as a paper brochure
- helping to facilitate events to animate the City Centre for example the National School Games 2007, and advise and help The Transport Museum and The Herbert to put on events in the spaces outside their premises.
- delivering training to community groups to enable them to deliver safe events

The City Council also co-ordinates and supports city-wide events such as Peace Month (in October) and Black History Month (November).

The City Council's Rangers team within Culture, Leisure and Libraries help to provide:

- a year-round programme of activities with an environmental, and sustainable theme in parks
- free or low cost activities. (Costs are to cover any materials used, for example, to make nesting boxes. Other costs are the staff time of the rangers).
- educational objectives in providing young people with interesting activities
- local communities with the opportunity to care for their environment with events such as Canal Clean Up.

CVOne - The City Council's city centre management and promotion contractor who are paid a fee to organise and run events. They organise:

- two major annual events which attract a regional and national audience: the Godiva Festival and the Coventry Jazz Festival (repeated on a similar formula year on year), plus a range of events in the city centre designed to animate it. The Godiva Festival is free and aimed at residents, attracting an audience of 70,000 over three days. The Coventry Jazz Festival is held at a number of indoor venues and because of the quality of the musicians attracts a national audience
- small-scale events and are also the gatekeepers for those who want to use public open space in the City Centre within the ring road, for example gospel singers or larger events by others such as Coventry University's Summer Ball held in the Cathedral grounds.

Imagineer - a Coventry-based Production and Promotions Company

- although created at the beginning of 2007, the two founders and directors of Imagineer have undertaken outreach projects for many years from the Belgrade Theatre, organising new and innovative productions with local artists and community groups
- resourced by grant funding and sponsorship, they produce events including the Coventry Carnival which are free to the public
- their objective is to produce high quality work, such as the opening ceremony for the International Children's Games, other innovative work, and to involve and promote local talent.

Ricoh Arena

- completed in 2006 with an official opening in February 2007. The venue is a top quality exhibition and conference space with associated hotel and fitness and sports stadium. The home of Coventry City Football Club, the Arena itself can be used for major outdoor events and rock concerts for up to 40,000 people
- Coventry City Council and the Alan Higgs Charity formed a joint venture company for this £113 million project, which has 15 sponsors and partners
- one of the principal sponsors is the Japanese-owned company, Ricoh. Events are resourced and operated on a commercial basis

Coventry Transport Museum

- a wide range of events the largest of which is the annual Festival of Motoring plus participation of exhibits in other events around the city.

The Belgrade Theatre

- the high profile Mysteries plays are presented every three years plus a major event each year in the Cathedral ruins.

Warwick University

- **One World Week:** runs annually in January (for one and a half weeks), with 20,000 in attendance: world's largest student-run festival, with performances, film, a forum on political debate, a mini sports Olympics and an international food festival

- **Warwick Students Arts Festival** in June: campus-wide and student-driven, it is open to audiences from the city
- The Students' Union provides staging, lighting and sound for community festivals
- The University hosted the International Children's Games in 2005 and is bidding to host events and teams for the 2012 London Olympic and Paralympic Games.

Community Festivals

- Positive Images Multicultural Festival and Refugee Week (see Case Study5 on page 27)
- Earlsdon Festival
- Hillfields Gala Day
- Caribbean Festival
- Holbrooks Festival
- Donkey Derby and Charity Fair
- Willenhall Festival
- Longford Fayre
- Vasakhi

Among the **key facilitators of events** are:

The City Services Directorate and the Events Safety Group

Events in public places require support from the City Services Directorate if they are to take place in safety and without excessive disruption or damage. For Coventry events therefore the role of the City Services Directorate of the City Council is critical and events are likely to call on the services of some or all of Street Cleansing, Waste Services, Licensing, Traffic Management, Environmental Protection, Food Safety, Health and Safety and Emergency Planning.

The services of the Directorate play a very active part in the Events Safety Group, which brings together Police, Fire, Risk Management, CVOne (as the major events organiser in the city), St John Ambulance, and a range of other partners, to ensure that the events happening in the city have safety planning very much at their heart. A significant part of one of the team's time is spent overseeing the planning of events, examining event safety manuals and responding to emergency incidents during and out of hours.

The Events Safety Group has also published an excellent guide for events setting out how to tackle the various permissions required and providing advice on the whole process of planning and delivering events (www.coventry.gov.uk/events).

The main events taking place in Coventry this year can be found on the City Council and CVOne websites.

4. The Issues for Events in Coventry

4.1 The Context - the Legal Framework

In order to explain the issues which are pertinent to events in Coventry, it is first necessary to set out the legal framework relevant to events as a whole, and then examine the impact.

Landlord's Consent

Practically all the events as defined for this Strategy take place on public open space, all of which is controlled by the local authority. Events may take place on the public highway if an appropriate road closure order is obtained in advance. Permission is granted by the Highway Authority and in reality, this again means the local authority. In order to stage any event there is a legal requirement to obtain the landlord's consent.

The Licensing Act 2003

The most significant change for outdoor events in the last two years has been the introduction by central government of the Licensing Act 2003 and this came into force in November 2005. The law now requires all events, regardless of admission policy, which have live or recorded music, performance, film or dance to apply and gain a premises licence.

The Licensing Act 2003 gives statutory bodies and interested parties (e.g. residents and businesses in the immediate vicinity upon whom the event might impact) the right to be consulted and to be allowed to make representations at licensing hearings. The key change for events since November 2005 is that public consultation is now a statutory duty. Agencies and the public can make representations (objections) to an event going ahead. In order to stage any public event involving regulated entertainment (ie music, dance, sale of alcohol, hot food after 11pm), where numbers attending will exceed 500, there is a legal requirement to obtain a Premises Licence for the venue. Smaller events, where those attending will not exceed 499 may be held under a Temporary Event Notice, which involves consultation with the Police only.

Coventry City Council had adopted controls over outdoor public entertainment under the previous legal regime (Local government Miscellaneous Provisions Act 1982).

Other Statutes Requiring Compliance

Events invariably involve work activity: the building of stages, placing of barriers, rigging of PA systems, and as such are subject to the Health, Safety and Welfare at Work Act 1974 and its associated regulations and Approved Codes of Practice, most notably The Event Safety Guide, HSG 195.

Events, which are often held outdoors, need to comply with the Environmental Protection Act 1990, particularly with regard to noise.

Similarly the Traffic Management Act 2004 places a duty upon the local traffic authority to manage their road network. They must achieve, so far as may be reasonably practicable (having regard to their other obligations, policies and objectives) the expeditious movement of traffic on the authority's road network.

Lastly, the Civil Contingencies Act 2004 places a duty on councils to have contingency plans in place for coping with potential emergency situations which could endanger life or disrupt the normal fabric of society.

4.2 Key Issues for Events - Meeting Statutory requirements

The introduction of additional statutory instruments by central government in the last four years has created more pressure upon event organisers (primarily from the

Licensing Act 2003 and to a lesser degree - dependent upon their interpretation - the Traffic Management Act 2004 and the Civil Contingencies Act 2004). This legislation has now been in place for some years and those organising events are coming to terms with making it work.

Coventry City Council controls all of the public open space and is, therefore, the body from which event organisers need to gain landlord's consent. CVOne is currently the premise license holder for the City Centre area. In addition the City Council fulfils many other roles for which it needs to meet statutory requirements.

For events Coventry City Council is:

- the **licensing authority** and the body from whom event organisers need to gain a **premises licence**
- the Highway authority
- the enforcing agency for licensing
- the enforcing agency for Health and Safety
- the responsible authority where environmental health, trading standards and planning departments are statutory consultees

To help events organisers to prepare adequately for events the Council's Events Safety Group have published a clear and concise Event Safety Guide. This provides excellent advice on meeting legal obligations including obtaining permissions, insurance, carrying out risk assessment and the levels of facilities required for various scales of events. It also provides a model planning process for organising events from conception through to delivery and in this way offers a basis for greater community involvement in event planning and delivery.

4.3 Key Issues - Resourcing

A significant issue for events is funding – both to meet the direct costs of providing and promoting the performances but also for meeting the costs associated with events – including those falling on the City Services Directorate who have responsibility for a range of street cleansing and site management roles.

The City Council has committed itself over recent years to a significant events budget of £712,000 which is divided as follows:

- CVOne receives £540,000 from which they produce the Godiva Festival, Jazz Festival and other smaller events in the city centre
- The Belgrade Theatre receives £115,000
- the Diwali Festival of Light £22,000
- Caribbean Festival £5,000
- the remaining £30,000 is used by the Council's Events Office to facilitate a year-round programme throughout the city.

The majority of the budget therefore is committed year on year to the large projects and there is limited scope to expand the programme into new areas.

Events such as Made in Coventry, held in February 2007 at the Ricoh Arena, are very dependent on funding from regional bodies and sponsorship. There are often limited opportunities for generating income through events and the events programme therefore remains highly dependant on retaining the political support of the City Council.

The smaller community events and festivals, which contribute so much to social cohesion across the city, are particularly vulnerable to a low funding base. They are largely organised by volunteers, and although many are undoubtedly highly skilled in both programming and fund-raising, there is considerable scope for supporting communities through grant programmes, training or capacity-building, or help in kind for publicity, marketing or equipment hire.

5. Strengths, weaknesses, opportunities and threats

5.1 The views of those consulted

Interviewees for this Strategy demonstrated a general consensus that there is a good base for events to build on in Coventry and that there is potential to vary or expand the current programme which tends to be the same year on year. Overall, the majority of people spoken to are upbeat and keen to build capacity and provide a first rate service and to undertake new and exciting projects.

Views can be summarised as including:

- there is an abundance of local talent and tremendous potential to build capacity with the right resources
- there is a need to include the City Services Directorate, eg some or all of Street Cleansing, Waste Services, Licensing, Traffic Management, Environmental Protection, Food Safety, Health and Safety and Emergency Planning in early planning of events
- experience shows that when planning is carried out at the beginning of the process it is possible to meet a wide range of objectives in an integrated way, problems occur when plans for events or facilities are well underway before advice and input is sought on issues such as Health and Safety
- events need a proper 'recovery plan' to ensure adequate street and site cleansing and other vital activities once the event is over and to ensure public support for the event is not lessened
- there is a feeling that events could play an even greater role in boosting Coventry's profile
- the City Council needs to identify a key figure to champion events
- the full benefits that could flow from events need to be promoted more fully to Elected Members and others in position of influence in the city
- certain figures in the events industry would rather that the department responsible for Culture, Leisure and Libraries had stayed in City Development and not moved to Community Services. They feel there would be more funding available
- despite the best efforts of the City Council and CVOne, some of the smaller organisations which put on events still feel burdened by the rules and regulations.

5.2 SWOT analysis

The results of consultation and research on events in Coventry are summarised in the SWOT (Strengths, Weaknesses, Opportunities and Threats) table below. This provides a starting point for the Events Strategy itself in Appendix C.

Strengths	Weaknesses
<ul style="list-style-type: none"> ● good basic mix of events in Coventry which can be built upon ● some significant events with regional, national and international profile ● varied events within the City Centre ● excellent events people working in the industry in Coventry including the Council City Services and CVOne ● Events Safety Group co-ordination of services ● Events Safety Guide ● plenty of local talent amongst the artistic community ● Council events budget ● large number of festivals and events organised by the community and voluntary sectors ● inter-cultural and inter-faith events and celebrations 	<ul style="list-style-type: none"> ● dependence on City Council funding, limited income and sponsorship ● limited development funding for new events and limited innovation ● level of local people stating they do not know of some events ● impression that facilitators, organisers, producers, artists and communities are often working in isolation ● some concerns on meeting legal and other requirements
Opportunities	Threats
<ul style="list-style-type: none"> ● city looking for new direction and promotion ● growth of city population, bring new audiences for events ● improved city centre, offering high quality public spaces for events ● creative industry development and links with two universities and education sector ● 2012 Cultural Olympiad and Cathedral 50th Anniversary ● major concerts at Ricoh Arena, new centre for Midlands ● investing in creative producers, including potential for development of carnival skills 	<ul style="list-style-type: none"> ● event funding vulnerable, in competition with other Council priorities ● Nimby-ism rather than understanding of benefits of events ● lack of champion for events ● failure to establish ambitious goals ● limited innovation ● few new events in the pipeline ● inability to deliver facilities (including spaces) for creation and production for large-scale events ● lack of co-ordination of information on events across the city

6. The Events Strategy

6.1 Making the link with community priorities

The first task for the Events Strategy is to ensure that it builds on the opportunities that events offer in securing community benefit and economic and social benefits for the city as a whole. The Events Strategy needs to support the **Coventry City Council vision for Coventry**:

"Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest".

Clear messages about this vision arose at a visioning event held with the Coventry Partnership in January 2006 which focused on a vibrant and improved city centre, with pride in Coventry's image and heritage, safe and vibrant communities and a city at the heart of its sub-region. This is a vision that provides a strong and central place for events within Coventry.

The Events Strategy also needs to **support the inclusion agenda** and the targets for reducing inequalities across the city, particularly in the priority neighbourhoods. It needs to **support the Community Plan's strategic theme on Culture** and its priorities to:

- ensure that Coventry's cultural life including libraries, sport, physical activity, parks and open spaces, heritage and arts, enhance the needs of communities
- enrich individual lives, strengthen communities, improve places where people live, promote health and build the local economy through the city's cultural life.

Events can also make **a strong contribution to community cohesion**, offering opportunities to celebrate and promote the cultural expressions of Coventry's increasingly diverse communities and to meet the four objectives for community cohesion:

- developing a sense of belonging and involvement
- appreciation and positive valuing of diversity
- ensuring similar life opportunities
- developing strong and positive relationships.

Events will also make a strong contribution in **other areas**:

- promoting the image of the city to visitors and to businesses that may be considering relocating to the city
- animating the City Centre helping to make it feel an enjoyable and safe place to be
- providing a showcase for local community organisations and promoting their work to a wider public.

Events also provide the opportunity for **cross-departmental and cross-sectoral working**, bringing together the City Directorate Services who provide a foundation for events, CVOne who manage the city centre and provide major events and promotional services for the city, cultural providers like Imagineer and the Belgrade Theatre, the Cathedral and numerous community and special interest organisations.

In this sense a successful events programme is one of the most positive demonstrations of an effective cultural partnership for the city as a whole.

6.2 Linking with the Cultural Strategy – the contribution of Events

The Cultural Strategy has identified four priorities:

- A. Develop the new Creative Coventry**
- B. Raise Coventry’s profile with the community and visitors**
- C. Connect the city’s culture to the local neighbourhoods**
- D. Make the city centre a vibrant centre of culture**

It has identified twelve initiatives for delivering these priorities. The following table sets out an initial strategy for ensuring that events play their full role in delivery of the Cultural Strategy.

Cultural Strategy Initiative	Potential Events Contribution
1. Plan with the Universities and other partners in the sub-region ways to facilitate and support the development of the cultural and creative industries	<p>Review effectiveness of ICE in supporting development of Imagineer as an events provider and identify the needs of events management and promotion as part of a review of creative business needs</p> <p>Review with the two Universities the possibility of a major event promoting ‘Creative Coventry’ and role of creative and cultural business</p> <p>Identify ways in which links between cultural and creative businesses and the Universities can be exploited and showcased in existing and new major events</p>
2. Develop a programme to integrate Coventry schools and colleges with creative businesses and cultural organisations	Encourage inclusion in major local events including city centre events of presentations etc which result from school-based links with cultural sector organisations, including Creative Partnerships
3. Identify spaces which could be used to encourage the development of creative businesses and cultural organisations	<p>Include a review of the needs of events in the use of outdoor spaces and of events organisations requiring creation, production, storage and preparation spaces within the policy review by Property Services</p> <p>Promote events and involvement in events through use of empty shops and other display spaces in the city centre</p>
4. Develop and sustain a joint cultural marketing campaign for Coventry’s growing cultural attractions	<p>Identify the markets for various events and ensure their inclusion in the campaign</p> <p>Maximise regional and national coverage for Coventry through major events</p>

Cultural Strategy Initiative	Potential Events Contribution
5. Enhance the special role for spectacular events in representing Coventry at its best	Review the feasibility of developing a world class event for the city at least biennially
6. Actively promote public art to enhance the quality of the city's environment and express the city's creativity	Promote launch events for new public art which offer opportunities for sponsorship and promotion of the city
7. Promote the city's role as a sub-regional centre for culture	Build on and extend if possible the Godiva Festival and sports awards to promote Coventry's cultural position
8. Develop a distinctive programme for the 2012 Cultural Olympiad in which Coventry can build on its status as a centre of Peace and Reconciliation	Work with CVOne and the Cathedral to review how 2012 could be used as a focus for Coventry as a vital cultural centre and as a centre for Peace and Reconciliation
9. Identify initiatives and resources that can promote cultural opportunities for the whole community and increase cultural participation	<p>Promote local involvement in all events and monitor the results, particularly the extent to which communities from priority neighbourhoods are represented in participation in events</p> <p>Assess capacity in community organisations to support and sustain community events, and develop training and 'grant in aid' to improve their abilities to stage activities</p>
10. Develop the evening economy in the city centre making it a busier and more vibrant place	Include the potential for evening events and animation within the action planning for the evening economy
11. Develop and promote Coventry as an accessible city	Ensure fully inclusive participation in and enjoyment of events for all Coventry communities, including disabled and deaf people, BME communities, gay and lesbian people, families and individuals suffering economic hardship: monitor attendance and take-up rates for events
12. Develop an online Web Portal for Culture, which can be linked to the Council's Coventry Active data- base	Ensure full links with city-wide and neighbourhood events on the portal.

6.3 Ensuring implementation of the Events Strategy

It will be expected that further development of the Cultural Strategy Action Plan will include consideration of this Strategy and that partners identified within the Cultural Strategy Action Plan will draw on these possibilities. It will be essential to involve Events organisers and City Council Directorates involved in events organisation and there should be close liaison with the City Services Directorate and the Events Safety Group in the development of initiatives involving events.

Appendix B

Overview of Cultural Participation

1. Coventry's Participation in Culture

Coventry's latest Household Survey for 2005-2006 provides an insight into how much Coventry people get involved in cultural activities and what they think of the provision in their city. For example:

- 50% participate in active sports at least 12 times a year, whilst about 30% attend arts events and 35% participate in arts events at least twice a year
- 46% make at least one visit each year to a museum and only a slightly lower proportion visit an art gallery or an historic site.

There are still disparities, however, across the city particularly with Coventry's priority neighbourhoods where lower cultural participation is sometimes evident. For example:

- Participation in sports activities, in accessing museums and galleries is about 5% less in priority neighbourhoods, although there is now a much reduced gap for participation in or attendance at arts activities
- Black and minority ethnic communities participate in active sports less but attend Museums more often than the city as a whole
- Black and minority ethnic communities are far less likely to attend arts events although their active participation in arts events is high.

How does Coventry's participation measure up against the National Baseline figures set by government? For example:

- Participation in sports activities is lower than the baseline except for Coventry's priority neighbourhoods which although participating less than the city as a whole do better than many similar areas in the UK
- Participation for all groups, except disabled people, in arts activity in Coventry is well above the National Baseline figures
- Access to museums and galleries is above the National Baseline except for disabled people
- Visits to historic environmental sites is well below the National Baseline for all groups

Whilst it is not possible to provide a complete picture of the numbers of participants and visitors to all of Coventry's cultural facilities and activities, in person visit figures for some of the main facilities and activities for the year 2006/7 are summarised in the following table:

Service	User figures 2006/7
Libraries	2,055,770
Coventry and Foleshill Sports Centres and Brandon Wood Golf course	988,866
Midland Sports Centre and Centre AT7 (sport)	733,522
The Herbert, Lunt Fort and Priory Visitor Centre	100,320
Schools programme at the Lunt, The Herbert and Priory Visitor Centre	16,225
Transport Museum	286,672
Events	150,000
Total	4,331,375

2. How Satisfied are Coventry's People with Cultural Provision?

How satisfied are Coventry people with their cultural provision? Again, the Household Survey provides some insights.

- Over 70% are satisfied with Libraries although this is slightly below the average for metropolitan areas like Coventry
- 62% are satisfied with Parks and Open Spaces but this is well below other metropolitan areas
- 50% are satisfied with Sport and Leisure provision which is 5% below the metropolitan average
- 54% are satisfied with Museums and Galleries which is above the metropolitan mean although lower than the best performing places
- Only 36% are satisfied with Theatres and Concerts but this figure was 50% in the previous year – the drop almost certainly reflecting the temporary closure of the Belgrade Theatre for redevelopment and this earlier and higher figure is about the average for metropolitan areas.

There has also been real progress in creating greater access to cultural services. For example:

- Bookstart – meeting the needs of the younger population has achieved 67.2% take up for 18-month olds (national benchmark 26%) and 100% for 3-year olds (national benchmark 40%)
- Participation in education programmes at The Herbert - rise from 7,449 in 2003/4 to 16,225 in 2006/7
- Attendance at arts events by disabled people has risen from 13.2% in 2005 to 19.5% in 2006
- Access to art galleries by people from BME communities at least twice a year has risen from 11.8% in 2005 to 14.8% in 2006
- Participation by people from BME communities in moderate physical activity at least three times a week has risen from 22.4% in 2005 to 41.5% in 2006.

3. Quality of Life in Priority Neighbourhoods and the Rest of the City

The concept of quality of life, and the differences in quality of life between sections of the community, are central concerns for the Cultural Strategy. The Coventry Partnership's analysis of previous Household Surveys, *Quality of Life in Coventry: Household Survey 2003-6* (October 2006), provides some important insights into the elements of quality of life, although these may be revised once the full results of the latest Household Survey are analysed. For example:

- The survey up to 2005 shows some general improvements in quality of life indicators for Coventry's priority neighbourhoods including 'satisfaction with the neighbourhood as a place to live' and 'feeling safe in the neighbourhood'
- Of great significance for Coventry's self image as a place of relative harmony among ethnic groups is the rising number of people who feel that 'people from differing backgrounds get on well together' and that 'residents respect differences between people'
- Residents in the priority neighbourhoods are less hopeful about 'the future for themselves and their households' and fewer are 'actively involved in neighbourhood issues or interested in getting involved'
- In addition young people and those from ethnic minorities are less likely to be actively involved or to feel involved in decisions about their areas.

The survey also asked respondents what they would most like to see improved in their neighbourhoods and whilst 'Cleanliness of streets' and 'Level of crime' are ranked 1 and 2, several of the top ten factors are particularly relevant for cultural development - particularly in relation to young people:

Factor	Rank
Activities for teenagers	3
Facilities for young people	5
Parks and open spaces	6
Access to green space	9

4. The City Centre and Culture

How do Coventrians view their city centre and do they see it as a place for leisure and culture? CVOne's Annual Survey 2006, based on both street and telephone interviews, provides some information that can help answer these questions.

Only 16% of those visiting the city centre were from outside the CV1 to 6 postcode areas illustrating the relatively local usage of the city centre with 'proximity to home' being a major reason for choosing Coventry.

Of these users of the city centre:

- 17% were visiting for work or business
- 24% were food shopping
- 32% were comparison (non-food) shopping

However, 50% of those reporting another reason for visiting the city centre stated they would also be shopping. Only 2% reported they were visiting for sight-seeing reasons and some of these were also visiting because of shopping. 14% of respondents felt unsafe in the daytime but this rose to 44% in the evening (with the figures being higher for those who visited infrequently). Only 25% of respondents rated the city centre as good or excellent.

Despite the unsurprising emphasis on shopping as the main reason for visiting the city centre, 61% of those surveyed stated they also visited for other reasons including:

- 40% for eating and drinking out
- 35% to access services
- 20% for nightclubs

A similar proportion (59%) stated they visited in the evenings but this was mostly younger people for pubs, cinemas, restaurants and nightclubs. 30% said they visited in the evening at least once a month but a high proportion (41%) said that they never visited the city centre in the evening. The main reasons for not visiting during the evening were safety concerns (27%) and lack of interest (26%).

Asked what they would change about the city centre many wanted better quality and more choice of shops (34 and 23%) and cheaper car parking (25%) whilst 19% said it needed to be more attractive.

Despite the unsurprising focus on shopping for daytime visits to the city centre, 46% of respondents reported attending at least one CVOne event with the Godiva Festival and the French Market proving particularly popular and the Autumn Lifestyle Events attracting 35% of respondents under 8 years of age. However, a surprising 36% of respondents had not attended events because they were not aware of them.

The survey carried out a gap analysis about people's perceptions of and levels of satisfaction about the city centre. Whilst no areas of provision scored as 'very satisfactory' those areas classed as satisfactory (that is there is a small gap between perception of importance and levels of satisfaction) included:

- Cafes, pubs and restaurants
- The environments
- Free events and entertainments
- Choice of services

whilst those areas classed as okay included:

- Provision of leisure facilities
- Personal safety

Looking at the changing perceptions over time it is significant that whilst free events and entertainment are classed as satisfactory, this is accompanied by a year on year growth in how important they are seen in increasing the city centre's attractiveness – with a more than equivalent increase in satisfaction with events and entertainment.

5. The Views of Young People – Coventry as a Space of Possibilities

Few surveys manage to capture the views of young people on their city and its cultural provision. Coventry's Cultural Strategy can benefit from the Space of Possibilities project set up by the Creative Partnerships programme and jointly organised with Imagineer, Talking Birds and Common Purpose. This consultation project used thirteen artists working with thirteen schools across Coventry, to explore what children between the ages of five and fifteen think their city should be like.

The vision which emerged is extraordinary – powerful, playful and with an amazing understanding of what makes a city worth living in. The young people involved have suggested ten possibilities for a newly reinvigorated city – with culture as the driving force:

- ***It is the greenest city in the UK.*** taking responsibility for the environment and helping to 'heal' the planet
- ***No one is lonely.*** everyone is included and how 'Bob' can help – an individual who'll organise events, start up clubs, be a hero...
- ***All journeys are thrilling.*** understanding that the journey itself across the city can be transformative, leading to happy, accidental discoveries
- ***The city makes us laugh.*** finding a place for wit and humour, creating mazes and frivolous events
- ***Spectacular yet full of accidental beauty.*** bold buildings, enjoyment of the skyline, taking time to appreciate what is all around us
- ***Views up high and down low.*** more observation galleries to look down over the city and feel on top of the world and better things to see from the ground up – colour and texture
- ***The city eases family stress.*** free places to go as a family (a beach, perhaps?), ways to introduce the city intimately to its own residents – guides
- ***The city is a safe risk.*** places where children of all ages feel safe and where they belong, spaces to have adventurous play
- ***It gives us pride to say we live here.*** children want to know more about their city, its heritage and identity – a confident place breeds confident people
- ***Everything is celebrated.*** the city needs to harness excitement about itself and be much more lively – have the busiest social calendar of events on every scale of any city in the UK.

6. Participation In Sport and Active Recreation Among Young People

Communities that Care (CtC) is a long term preventative programme. It identifies key risk and protective factors for any given community of children and young people and then introduces a range of effective interventions. These seek to reduce the risks of problem behaviours, including youth crime, drug abuse, school age pregnancy and school failure.

In 2004, the Children and Young People's Strategic Partnership (C&YPSP) commissioned Communities that Care to undertake a survey of all secondary age young people in Coventry. Around 11,000 pupils were surveyed between September 2004 and March 2005 producing a sample of 9,929 valid responses from 15 out of 18 secondary schools.

Pro-social Involvement

Communities that Care recognises pro-social involvement in school as a key protective factor. Protective factors that – in potentially adverse circumstances – can help to buffer children against risk and successfully navigate their way towards adulthood. Communities that Care recognises that children and young people need opportunities to feel involved in their families, schools and communities – to make a real contribution and feel valued for it.

The survey asked two activity related questions:

**In the following questions please tick one of the following options
'YES / NO'**

C1.

- a. In my school, pupils have lots of chances to help decide things like class activities and rules
- b. There are lots of chances for me to talk to a teacher one-to-one
- c. I have lots of chances to be part of class discussions or activities
- d. There are lots of chances for pupils in my school to get involved in sports, clubs and other activities in break-time and after school
- e. My teachers notice when I am doing something well and let me know

J3. In the last four weeks, have you been to...

- a. ...a Scouts or Guides group, Boys or Girls Brigade or cadet group?
- b. ...another group or club (e.g. youth club) where you can meet people your age and take part in activities such as playing pool, sport, music, art or drama?
- c. ...a leisure or sports centre (outside school hours)?
- d. ...a religious service?

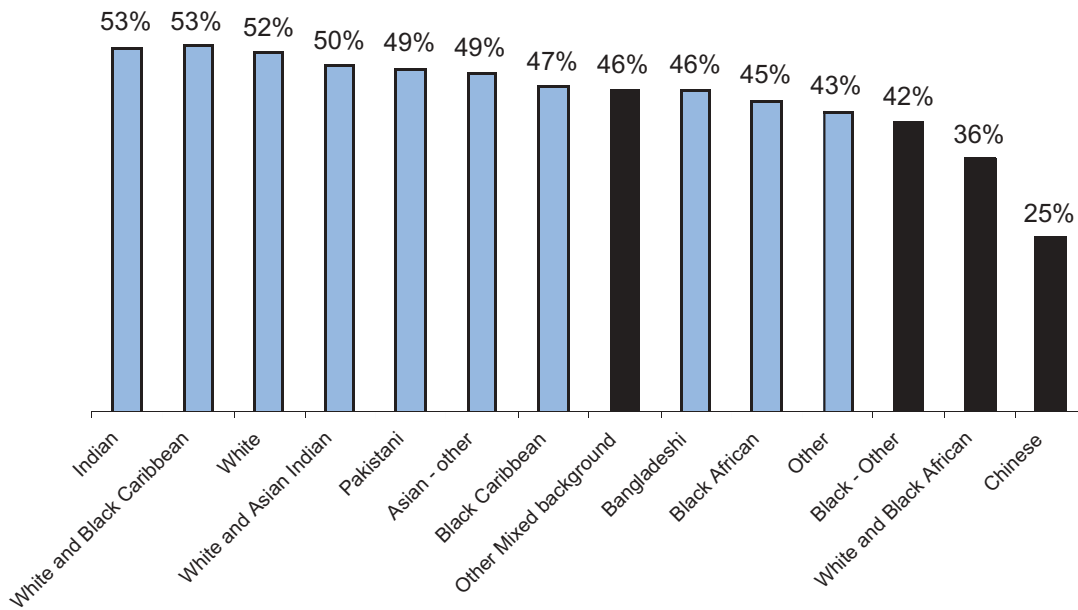
Chances to get involved in sports/clubs

9 in 10 (89%) of children and young people indicated that there were lots of chances to get involved in sports/clubs in break and after school.

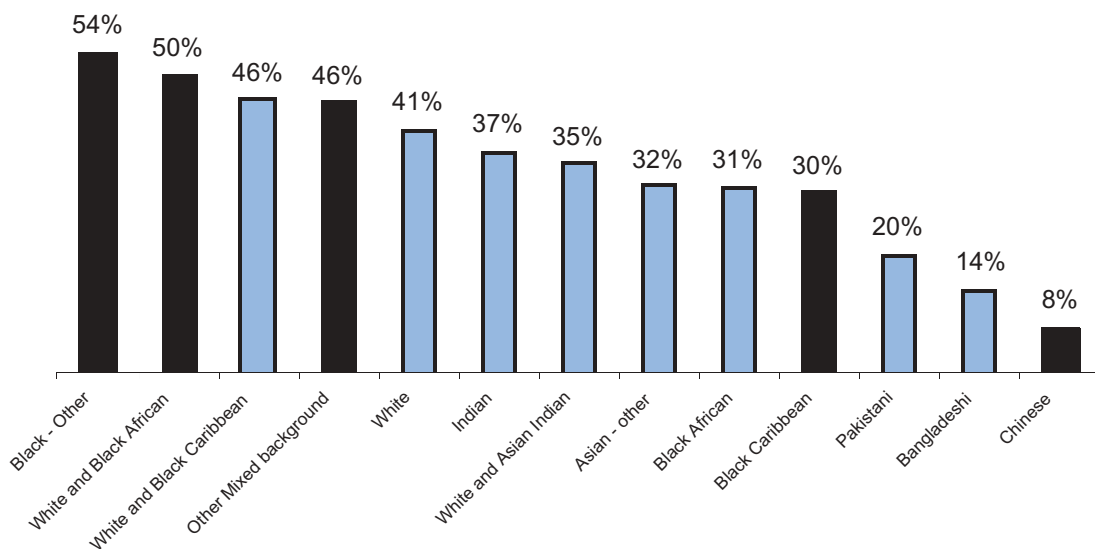
Girls (91%) were significantly more likely than boys (87%) to say there were opportunities to get involved in sports/clubs. Also Year 7/8 pupils were significantly more likely than Year 9-11 pupils to say there were opportunities to get involved in sports/clubs.

In terms of ethnicity, boys from the Indian (53%) and White & Black Caribbean (53%) and White (52%) community were most likely to have been to a leisure centre. The least likely were Pakistani (20%) and Bangladeshi girls (14%). This may be for cultural reasons.

Boys – who have been to a leisure centre in the last four weeks (CtC 2005)
 (please note - the lines in black indicate a low base rate less than 50 – so these are indicative figures)



Girls – who have been to a leisure centre in the last four weeks (CtC 2005)



Focus Group results

A focus group was undertaken with the Connexions reference group in July 2007. This included 15 young people aged between 13 and 23 from Coventry and the surrounding area. The young people were asked to comment on the findings of the Communities that Care survey including participation in sport, under 'Enjoy and Achieve'

Summary Feedback

<p>ENJOY AND ACHIEVE</p> <p>- Sport</p>	<p>Types of sport</p> <ul style="list-style-type: none">● Need for increased variety of sports (rounders not just for girls, swimming available in secondary school) <p>Motivation – why/why not</p> <ul style="list-style-type: none">● More boys doing sport than girls● Girls doing sport because they want to lose weight● Asian girls not getting involved in sport because of cultural issues around short skirts <p>How to encourage sport</p> <ul style="list-style-type: none">● Have a wider range● More facilities outside of school● More input from young people about what they want● Not just concentrating on those who are doing GCSE sports● Not just concentrating on Football● More programmes all year round (not just summer when young people are on holiday)
--	--

Verbatims

Choice

Male *'I enjoyed rounders'*

Male *'They shouldn't do that because I actually enjoyed rounders at primary school and then at secondary school you couldn't do it, cos it was only a girls sport, and boys had to play football'*

So there were other activities that you thought should be offered?

Female *'It's like when you're younger you get to do a lot of swimming and stuff when you are younger ...'*

Female *'My mum volunteers at a school and they go swimming like once or twice a week ... and once you get to secondary school you don't get that opportunity, so things like that get taken away from you...'*

Male *'You don't get as many opportunities as you used to at school ... it kinda gets taken off you when you get to secondary'*

Boys or Girls doing more sport?

Female *'I would say more boys'*

Male *'I think more boys are doing it but it's kinda evened out'*

Male *'a lot of girls are into it – a lot of girls are into P.E at the moment'*

Female *'I think you will find – with girls its more because of like the weight issue ... its like 'I'm fat I wanna lose weight I wanna do exercise' ... also because of that reason a lot of girls won't want to do P.E ... they got told you had to wear skirts when you do P.E ... a lot of girls refuse to wear them - they said we'll do P.E but not wear those clothes – once that happened they wanted to do it more – as opposed to the uniform they were told they had to wear'*

Why are you least likely to get involved in sport if you are from the Asian population?

Female *'Is that because of uniform ... I don't know ... I mean because I know like with some religions sometimes you have to cover up a lot ... so if you're told that at school you have to wear short skirts you might not feel comfortable with doing that ... its not something that you would usually wear if you are not in a school environment – I don't know'*

Male *'At my school its mostly Asians now who (were told they had to) wear skirts (in P.E) – not a single girl would wear it 'and most of the parents would get pretty angry'*

Male *'But it's the law now isn't it ... you can't make people stop now – you have to make it (what's the word I'm looking for) ... 'be flexible'*

Male 'Compromise'

Female *'Yeh that's the word'*

How would you encourage more young people to get involved in sport?

Male *'Have a wider range'*

Male *'Have more facilities outside of school'*

Female *'More input – ask them what do you want at the end of the day'*

Male – *'You only get an hour a week if you don't do it'*

Male – *'Most of my friends play football - I love it – but still...'*

How about stuff outside of school?

Skating?

Male – *It's like the only places to do are on the outskirts of the city or in the middle of the city – like Longford Park, the skate park, the Memorial Park – I don't know if there are any others – one at Bedworth I think*

Male – *Its has to be – you have to have a green area – within a mile of your house'*

Female *'I find that they always try to run programmes in the summer in the leisure centre if you want to – if you want to do athletics, do you want to do something else, they want you to pay, and a lot of students won't have the money to pay for these courses, depending on how much money they are likely to be, but in the summer a lot of people go on holiday with their family, but there's nothing throughout the rest of the academic year to encourage you to do these courses – its like you do it in the summer but once it's the rest of the year there's nothing else for you to do – instead of being all year round so they have a good turnover'*

Appendix C

Summary of Views from Consultation

1. Consulting Coventry

What are the views of those with a stake in the future of Coventry including people and organisations within the cultural sector itself? How do they view the strengths and weaknesses of the cultural sector, the issues and constraints that affect it and the opportunities that, with vision and energy, are within its grasp?

A large number of people and organisations have been consulted both as individuals and as groups in developing the Cultural Strategy. This appendix brings together the views of those consulted to provide a picture of Coventry and its culture, summarised through a SWOT analysis (Strengths, Weaknesses, Opportunities and Strengths).

2. Culture in Coventry – the views of those consulted

Whilst it goes without saying that there is no absolute unanimity about the position of culture and the quality of cultural provision in Coventry, it is not surprising that common themes emerged through much of the consultation process – based on the shared experience of living in the city and reflected in many of its current policies, strategies and initiatives.

The common views that emerged through consultation are grouped below to provide an overview of the present position of culture in Coventry. The focus is on the ‘big issues’ rather than the ‘big players’. Coventry’s cultural sector, like the city as a whole, is on the move. But in many cases this is taking place on a piecemeal basis, without an overview or strategic plan. One view that was frequently and consistently expressed was the need for a Cultural Strategy to bring together and provide a focus for stakeholders in the city’s future, seizing upon its many cultural opportunities.

2.1 Coventry’s profile and attitudes to culture

A number of issues facing the city are perceived to stem from how it sees itself, and how it views the relative success of other places. Many interviewees agreed that Coventry feels as if it is stuck with an industrial, manufacturing image – and that other cities have moved ahead.

Coventry’s location between actual or perceived cultural ‘big hitters’ – Birmingham, Stratford, Leicester and Nottingham – strengthen this sense of inferiority, and this is thought to be symbolised in a city centre that lacks buzz.

Despite a definite economic renaissance since the decline of the industrial base and the ongoing visible symbols of city centre renewal from the Millennium onwards, there is not yet a critical mass of public pride. Coventrians are still reluctant to sell themselves and their city – amongst themselves, as well as to the outside world.

Many in the cultural sector feel that culture in the city is widely perceived in a negative or limited way and there is a strong perception that local audiences are not familiar or comfortable with the new or innovative. For some of those consulted a key role for the Cultural Strategy is to 'raise the bar' of ambition for culture and to challenge Coventry and its communities to embrace excitement and change.

There was concern that the Cathedral has not fully responded to the opportunities to play an iconic role for Coventry as a world centre for Peace and Reconciliation, and that the multi-faith role it wishes to play is not sufficiently acknowledged or supported within the city.

Yet there was almost unanimous praise for Coventry as a relatively harmonious place, which had welcomed incomers throughout its history and maintained a positive attitude towards an increasingly diverse community – and which had begun to grasp the opportunity of celebrating that diversity as a vital aspect of its local culture.

2.2 Coventry's cultural infrastructure

Despite this 'image' problem, those consulted saw the growing network of cultural facilities and activities within Coventry as a definite strength. The 'great leaps of faith' which established The Belgrade Theatre, The Transport Museum, The Herbert, the Coventry Sports Centre and the rebuilt Cathedral in earlier periods have been matched with later developments like Warwick Arts Centre, Coombe Country Park, The Ricoh Arena, Skydome, the improved Transport Museum and the current major redevelopments of the Belgrade and The Herbert.

Whilst the large institutions represent a considerable asset for the City, there is also strength in community-based facilities, the local libraries, an informal network of pubs and clubs supporting live music, local sports clubs and facilities and small theatres such as the Criterion and Wheatsheaf players.

There are weaknesses in this facility infrastructure: the Coventry Sports Centre is in need of renewal, the Cathedral and much of the heritage of the city is playing too limited a role in the lives of local people as well as visitors and there are still some doubts that University-based facilities and activities are truly accessible to the non-student population. The connection between different providers of sport and physical activity was also seen as a draw-back to collective development in addition to the need to use sport as a tool to engage and develop individuals within many of the more deprived areas of the city.

Those active in cultural sectors pointed to gaps in provision in creation, rehearsal and production spaces, contemporary exhibition facilities for artists and craftspeople, and affordable, flexible spaces for local heritage groups. There are also facility weaknesses in some neighbourhoods, with limited community and sports provision all of which limit access to cultural opportunities for many residents. Facility planning has in the past been based on targeting opportunities for funding rather than supporting an agreed overall strategy.

The two Sports Colleges in the city appear to have little connection with the broader voluntary sports community and the development of joint volunteer and club-school link programmes is an opportunity to develop the sporting infrastructure to the benefit of young people and existing community sport.

There is, however, a growing focus on the importance of creative and cultural business and on training. The two Universities are taking a leading role in this, with the ICE project at Coventry University constituting an important development in building a source of excellence which can take Coventry's established leading role in design and related skills into the 21st century.

2.3 People, organisations and activities

The cultural infrastructure, of course, extends well beyond its buildings – interviewees pointed to the strengths of the programme of events within the city and its growing range of organisations and networks supporting cultural development.

Two major events, the Godiva Festival and the Jazz Festival, are placing Coventry on the map, alongside the well established Mystery Plays and one-off celebrations such as MAD UK and Made in Coventry, and local community festivals including Hillfields and Willenhall. The provision of community based sports events such as hosting the Race for Life has placed Coventry as the centre of the county in addition to the high quality activities provided through the Coventry Sports Foundation.

There is a strong tradition of 'urban culture' in Coventry, reflected in music, MCing, and graffiti art with rising young stars Kombat Breakers and media projects like Hillz Radio reflecting the creative energy of young people. New theatre groups have emerged, an innovative events organisation, Imagineer, has established itself and programmed a community opening of the Ricoh Arena.

Those consulted pointed to a growing and widening support network for developing access to culture. For example, the Creative Partnerships programme is linking Coventry schools with creative and cultural organisations, businesses and individuals, BBC Coventry and Warwickshire promotes local heritage and other cultural activities, voluntary sector groups representing Coventry's diverse communities (such as the Muslim Resource Centre or Minorities in Europe UK) support a range of cultural activities. The Coventry Performing Arts Service provides activities, resources and advice to the city's schools and communities.

The opportunities for the development of clear and distinct links between the education sector at school, college and university levels and voluntary sports clubs was seen as an untapped opportunity, even more so in the development of local people as volunteers within their own communities. Universities can additionally provide opportunities for the development of high level skills and experiences in the sports sector

Outreach work was seen as a strength (within the limits of funding): the Library Service supports story-telling and art workshops in local libraries and other venues and many cited the quality and range of outreach work undertaken by the Belgrade Theatre, Warwick Arts Centre, Arts Exchange and The Herbert amongst others.

As well as the development of facility provision, a strong view was put forward for the need to address the aspect of people development both in terms of the recruitment, retention and recognition of volunteers as well as development of the skills and experiences to empower local people to develop sporting activities within their communities. A particular example was the lost opportunity through the appointment of Community Sport Coaches.

2.4 Coventry City Centre

The role of the City Centre emerged as a contentious issue with many of those interviewed. There was, nonetheless, widespread recognition of the value of CVOne as a single co-ordinator of city centre services, praise for events and street activities organised by them and appreciation of physical improvements to the public realm and the retail centres.

However, for many the City Centre is seen as a serious weakness, particularly in the evening when perceived dangers, the preponderance of young and alcohol-fuelled groups and a lack of restaurants and cafes are felt to be off-putting to many. To this should be added the impact of the ring road as a barrier to movement and limited bus services.

The City Centre is also seen as weak in terms of attracting visitors with limited or inadequate marketing of its cultural attractions and its heritage beyond the Cathedral. Some pointed to difficulties of signage and navigating around Coventry's distinctive pattern of routes and public spaces.

Some of those consulted raised the role of Coventry as a sub-regional centre, for example with its role in community-based sports events seen as taking a positive approach without trying to compete with the regional and national provision of sporting and music events provided by Birmingham and the NEC.

A constant theme was the development of community-based activities which networked with the City Centre and the city could play a role of bringing together and celebrating locally based sporting and other activity.

A constant theme in consultation is the complaint that people do not know about the range of cultural activities and opportunities in the City Centre and beyond. Some point to the lack of joint marketing by cultural bodies, although this is now being partially addressed by the City Council and the Cultural Partnership.

Despite the current issues, many are optimistic and see the improving City Centre as contributing to the successful growth of the city as a whole with its cultural offer playing an indispensable role in attracting and retaining businesses, visitors and local people.

2.5 Partnership and Leadership

There is a general recognition of a lack of strategic leadership and direction for cultural development in the past – notwithstanding the many successes of the ad hoc and even opportunistic approach which has underpinned the substantial development to date.

Many of those consulted recognise that culture still needs to make and win the argument for the key role it should play in the city's future and that strong leadership for culture, within the City Council and elsewhere, is yet to emerge. The establishment of the Cultural Partnership as part of the Coventry Partnership is greatly welcomed, but it does not yet fully represent the whole cultural sector, with libraries, sport and the private sector notable areas of weakness.

Whilst individual partnerships have emerged, there remain serious weaknesses, for example, in working linkages between the City Council and the two Universities, and in joint marketing between the main cultural institutions; sub-regional links between

Coventry and its surrounding hinterland are limited. The lack of coherent leadership or planning is becoming a more serious problem with the further growth and development of the city – which will demand a commensurate expansion of cultural provision. Some of those interviewed point to the lack of follow-through or capitalising on events like the International Children’s Games or the Ricoh launch as examples of this.

2.6 Resources

The financing of culture is, unsurprisingly, seen by many of those interviewed as a major issue. The overwhelmingly crucial role of City Council funding is recognised, particularly in core funding of the key sports, leisure, green space, heritage and arts facilities. There is, however, limited funding available for development of new projects, of outreach work or for innovation – whether by the existing ‘flagships’ of culture or newly emerging organisations.

Some of those interviewed complained that the management of funding linked to regeneration initiatives tends to be excessively bureaucratic and inflexible, preventing small-scale and emerging community projects obtaining the funding they need. Apart from Coventry University’s ICE project and the Arts and Media Training programme, there are limited development opportunities for creativity and creative businesses.

Resourcing is also an issue for the major events such as the Godiva Festival, for street activities and for local neighbourhood activities where there are few or no opportunities to levy entry or participation charges. There is limited sponsorship throughout the sector, perhaps reflecting the decline of Coventry’s industry (and its limited role in the city’s cultural provision). The small scale of the visitor economy, except for major festivals and for free visits such as to the Transport Museum, also limits the funding available to the cultural sector as a whole.

2.7 The Opportunities

Many of those consulted drew attention to multiple opportunities for culture in Coventry’s future development and in establishing it as a place where everyone has the potential to enjoy a good quality of life.

Underpinning many of these opportunities, and the optimism about Coventry’s future felt by many of those consulted, is the planned growth of the city. Alongside a growing population, the current regeneration programme envisages a more diverse city centre with a greater number of businesses, offices and residences located within the ring road or near to it. The arrival of IKEA’s first city centre store will herald an improved retail offer and the station area development will provide a new gateway to the city centre.

This diversification of the City Centre economy will accompany the completion of the redevelopment of the Belgrade Theatre, itself part of a new Plaza development, and The Herbert. Many see the opportunity for the city’s cultural sector to play a key role in providing the ‘buzz’ the city centre currently lacks, raising its profile within the region and beyond, and attracting a diverse social and ethnic mix of people to an improved evening economy. Some see an opportunity for representing the quality and distinctiveness of city centre improvements with an iconic structure or installation which will make a strong statement about Coventry’s future.

A second significant platform for culture in the city's growth and development is seen in the development of cultural and creative businesses. At national and regional level knowledge-based businesses exhibit growth rates above the average and are widely seen as an important element for UK prosperity in a globalised economy (see below Staying Ahead: The Economic Performance of the UK's Creative Industries).

Coventry's real strengths in design and innovation are seen as one pillar for an expanded focus on facilitating individuals and businesses in this sector. Building links between the two universities, schools and colleges to develop creativity and creative business can help retain the graduates which the City often loses.

Staying Ahead

The UK's creative industries have emerged as leading players in the global economy. Their performance in recent years has been one of the great unsung success stories of the economy.

They can be seen as a significant and dynamic part of the knowledge economy, accounting for 7.3 percent of gross value added (GVA) in 2004. They generate over twice as much value added as tourism, and are now comparable in size to the financial services industry.

Software (including computer games and electronic publishing), publishing and TV and radio between them account for around two-thirds of overall GVA of the creative industries.

The creative industries are a major employer too - between them employing over a million workers, or 2.7 percent of total employment. The number of individuals employed in all creative occupations in the whole economy (including those working in sectors formally outside the creative industries) is greater still, at 1.8 million.

The opportunities, however, are not just about the economy and business. Many point to Coventry's status as a world centre of peace and reconciliation and to its relative social and ethnic harmony. These are a matter of pride but not to be taken for granted. The Cathedral, an iconic focus for this element of Coventry's cultural profile, has ambitious plans for a centre of peace and reconciliation and these could be linked to a distinctive Coventry contribution to the London 2012 Cultural Olympiad. This date coincides with the 50th anniversary of the rebuilt Cathedral and could give real impetus to recognition of the growing diversity of Coventry's own communities and a world-wide focus on the issues of peace and reconciliation in a troubled world.

Coventry is (demographically speaking) a relatively young city, and with the growth of newly established communities is getting younger. There is a real chance to focus on young people and their creativity through projects such as: Creative Partnerships; schools with specialisms in arts and sport; working with University facilities and activities; supporting music, media and community radio; exciting projects like the 'Space of Possibilities', which sets out an amazing perspective on the city's future. There is the opportunity to make young people and their interests an important element of cultural development.

The growth of major events at the Skydome and the Ricoh Stadium, the continued success of existing events like Godiva and the Jazz Festivals, a growing city centre programme of animation and a more co-ordinated promotion of the city's heritage are all seen as offering potential to develop the visitor economy, as well as attracting more of Coventry's and the sub-region's shoppers to the city centre.

There are opportunities for improved community facilities both in the Building Schools for the Future programme and in the City Council's planned review of community centres. A full review of community access, which draws on other sites like libraries and faith community facilities, could help ensure improved local provision throughout the city. It will also help to promote a greater equality in the availability and take-up of cultural activities across Coventry's residents and address the gaps in access to and usage of facilities and programmes identified in the city's surveys. The imaginative use and influence on planning within the city will give the opportunity of developing clubs through 106 agreements. This linked with the investment in new approaches with some of the existing industrial sports grounds will address some of the issues identified within consultation.

Above and beyond the potential identified here, those consulted also pointed to new partnership opportunities within and across cultural sectors and for linking culture with a wide range of regeneration, community safety, health, education and environmental initiatives.

2.8 Strengths, Weaknesses, Opportunities and Threats

The views of those consulted have been summarised in the SWOT table below - providing the starting point for identifying the objectives and actions in the Cultural Strategy.

Strengths	Weaknesses
<ul style="list-style-type: none"> ● good basic mix of events in Coventry which can be built upon ● some significant events with regional, national and international profile ● varied events within the City Centre ● excellent events people working in the industry in Coventry including the Council City Services and CVOne ● Events Safety Group co-ordination of services ● Events Safety Guide ● plenty of local talent amongst the artistic community ● Council events budget ● large number of festivals and events organised by the community and voluntary sectors ● inter-cultural and inter-faith events and celebrations 	<ul style="list-style-type: none"> ● dependence on City Council funding, limited income and sponsorship ● limited development funding for new events and limited innovation ● level of local people stating they do not know of some events ● impression that facilitators, organisers, producers, artists and communities are often working in isolation ● some concerns on meeting legal and other requirements
Opportunities	Threats
<ul style="list-style-type: none"> ● city looking for new direction and promotion ● growth of city population, bring new audiences for events ● improved city centre, offering high quality public spaces for events ● creative industry development and links with two universities and education sector ● 2012 Cultural Olympiad and Cathedral 50th Anniversary ● major concerts at Ricoh Arena, new centre for Midlands ● investing in creative producers, including potential for development of carnival skills 	<ul style="list-style-type: none"> ● event funding vulnerable, in competition with other Council priorities ● Nimby-ism rather than understanding of benefits of events ● lack of champion for events ● failure to establish ambitious goals ● limited innovation ● few new events in the pipeline ● inability to deliver facilities (including spaces) for creation and production for large-scale events ● lack of co-ordination of information on events across the city

Appendix D

Overview of the Policy Context for the Strategies

1. Making the Links – Coventry’s Policy Priorities

1.1 The Vision for Coventry

The Cultural Strategy needs to support, the vision, objectives and priorities of key policies for Coventry. In this way it will be clear that cultural development is not an ‘add-on’ or option that can be ignored or placed low on the city’s agenda.

Coventry City Council has adopted a vision for Coventry;

"Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest"

Clear messages about this vision arose at a visioning event held with the Coventry Partnership in January 2006:

'... – people at the meeting wanted: a vibrant city; a better city centre; a solid economic base; to encourage more affluent people to live in the city and to encourage students to stay along with the incubator businesses that can come from concentration of 2 universities. This was pulled together into a number of statements about Coventry "as a premier city at the leading edge of sustainability, design, equality and diversity" which is:

- Proud of its image and heritage
- At the heart of its sub-region
- Well connected and growing
- Expanding, has a diverse city centre, consists of safe and vibrant communities
- Where everybody has access to a mix of jobs and housing, in a high quality, built, green and healthy environment.'

And the role of the city centre was highlighted:

'Improving the city centre is a key priority for the council and for local people. '

'The city centre is crucial to the growth agenda and improving the attractiveness of the city as a location that people choose to live, work and be educated in and for businesses to invest in'.

This describes a vision where culture, knowledge-based industry and the expression and enjoyment of creativity are at the heart of where Coventry wants to be.

Cultural development needs to take its place alongside the City Council’s priorities for 89

education, health, community safety, clean and green and the active promotion of equality.

1.2 The Growth Agenda – the Local Development Framework

Coventry has been chosen by Central Government as one of its New Growth Points which gives it a range of targets for increasing its number of dwellings and its population. The city could see an increase in its population to as high as 370,000 people with it serving a sub-regional population of over one million people.

Consultation on the growth of the city is currently underway as part of the development of the Local Development Framework and will lead to a final decision on the growth target by 2009. In the meantime, there are key elements of the city's growth, identified in consultation, which are of relevance to the cultural strategy including:

- Creating employment through attracting new employers and providing an environment for home-grown enterprises to flourish
- Significantly improving the quality of design, maintenance and accessibility of buildings and spaces
- Addressing the 'mono-cultural' nature of the city centre through extending current programmes to increase the range of offices, residential and other uses.

A planned growth in Coventry's population calls for a commensurate planning in cultural provision, indeed successful growth will be partially dependant on the quality of the 'cultural offer' of the city.

1.3 The Community Plan

Coventry's Community Plan, set out in Progress Through Prevention: Community Plan 2005-10 and in Progress Through Prevention: A refreshed Local Area Agreement for Coventry, focuses on two underpinning themes:

- equality, developing 'a shared vision of belonging and involvement for all of Coventry's communities'
- neighbourhoods, improving 'the quality of life for people in the most disadvantaged neighbourhoods'.

Its strategic themes look to Coventry's communities benefiting from:

- Healthier lives with more rapid improvements in the priority neighbourhoods
- Better quality housing with a better mix of type and tenure of housing in neighbourhoods
- Improved public transport particularly for priority neighbourhoods
- Increased community safety with less crime and anti-social behaviour
- Environmental improvements including more attractive parks and open spaces
- Improve employment and build an enterprise society including stimulating the knowledge-based economy
- Access to education and training by encouraging and providing people with the skills for business success, innovation and growth.

The Community Plan's strategic theme on Culture sets out as priorities to:

- ensure that Coventry's cultural life including libraries, sport, physical activity, parks and open spaces, heritage and arts, enhance the needs of communities
- enrich individual lives, strengthen communities, improve places where people live, promote health and build the local economy through the city's cultural life,
- the Plan's emphasis is on increasing community participation in sport, arts, heritage and other cultural activities.

The Plan also identifies priority 'Communities of Interest':

- Children and young people – to experience improved quality of life particularly in priority neighbourhoods and disadvantaged communities
- Older People – to experience improved quality of life, high quality services and opportunities for playing an active role
- Physical and Sensory Impaired People, and those with mental health and learning disabilities – improved quality of life including access to services

These emphases, on access, participation and a wide range of factors which make for a good quality of life for everyone in Coventry will be reflected in the Cultural Strategy.

1.4 The Community Cohesion Strategy

Coventry's growing and increasingly diverse communities make community cohesion a critical quality of life issue – one to which there is a positive response within Household Surveys in the City. In A Community Cohesion Strategy for Coventry City Council community cohesion is defined as:

'common vision and sense of belonging, valuing of diversity, similar life opportunities, strong and positive relationships between people'.

Noting that:

The particular challenge of this definition of community cohesion is that it requires the recognition and indeed the celebration, that people and communities in Coventry are different and have different needs, whilst at the same time promoting equality of opportunity and the understanding that Coventry's communities have much in common.

Quality of life and, in particular, the local environment, can often lay at the heart of how people feel about where they live – both their local neighbourhood and their city.

The Strategy sets out objectives for community cohesion:

- To develop a sense of belonging and involvement
- Appreciation and positive valuing of diversity
- Ensuring similar life opportunities
- Developing strong and positive relationships.

These are clearly objectives which cultural involvement can help to promote and with the increasing numbers of 'new arrivals' to Coventry – African people (Somalia, Nigeria), Eastern Europeans (particularly Poles), plus refugees and asylum-seekers from a range of countries there will be increasing need for services including education, housing as well as support for cultural expression

1.5 Coventry's Children and Young People's Plan

Children and young people are Coventry's future and the Cultural Strategy needs to address their needs. The Children and Young People's Plan brings together a wide-ranging group of service providers to tackle the well-being of children and young people and has five main aims:

Being Healthy: aim is for children and young people to have healthy lifestyles which maximise their potential to physical, mental, emotional and sexual wellbeing

Staying Safe: aim is for children and young people to feel safe and protected from harm. Children and young people feel part of their local neighbourhood and community and behave in a way which enables them to fulfil their potential and that of their city and neighbourhood

Enjoying and Achieving: aim for children in Early Years to have the foundation for happy, healthy and successful lives. Children and young people's achievements and aspirations have been fulfilled to the benefit of themselves, their communities and neighbourhoods.

Making a Positive Contribution: aim is to embed Prevention, Partnership, and Participation as fundamental to the approach Coventry is taking to the delivery of children and young people's services and therefore will be reflected in all activities which aim to improve outcomes

Having Economic Wellbeing: aim is for children and young people's achievements and aspirations to have been fulfilled to the benefit of themselves, their communities and neighbourhoods

Cultural activities including play, promotion of active lifestyles, and expressions of creativity will make a considerable contribution to realising these objectives for young people.

2. The Regional Context

2.1 The Economic Context

Coventry's Cultural Strategy must also link with the regional context. Advantage West Midlands's 'An overview of delivering advantage: The West Midlands Economic Strategy and Action Plan 2004-2010' sets out objectives for the region to:

- Develop a diverse and dynamic business base – including promoting creative talent and developing the visitor economy
- Regenerate communities – addressing inequalities and ensuring training and employment opportunities
- Creating the conditions for growth – through transport, ICT

- Promoting a learning and skillful region – including addressing skills gaps, encouraging young entrepreneurs and retaining graduates
- Focus on six regeneration zones – which include Coventry
- High Technology Corridors – including Coventry and the sub-region to support diversified and innovative business
- Developing business clusters – including tourism and leisure and screen and new media

The importance of developing the knowledge-based creative economy for Coventry and the region as a whole is underlined by this Strategy and by a recent report on the creative industries. The importance of software and computer services to the creative sector with publishing and arts and antiques trade also important and fashion important was noted. It attaches examples of initiatives for creative business including Electric Wharf in Coventry and the Creative Partnerships programme working with schools and the important links with Universities and tourism.

2.2 The Regional Cultural Context

The Regional Cultural Consortium, West Midlands Life, has produced a Cultural Strategy that has now completed its period but is still relevant to Coventry's cultural development. It set out as its aims to make the West Midlands a very special place through culture which would:

- Bring national and international recognition
- Attract visitors to cultural attractions
- Promote local and sub-regional diversity
- Preserve and renew cultural activities
- Promote innovation and experiment
- Promote cultural education, excellence and quality
- Promote the greatest range of cultural activities
- Address gaps in provision and spread good practice
- Increase access and social inclusion in cultural activities
- Promote networking and information
- Support the economic contribution of culture and cultural businesses
- Retain creative talent in the region

The regional context for cultural development is also set by the regional cultural agencies for sport, arts, heritage and libraries.

2.3 Sport Regional Context

Sport England is the lead agency for sport in England and developed the national framework for sport which identifies two strands of delivery – the national strand and the community delivery for sport. The delivery system for sport is all about connecting people

taking part and local deliverers with policy makers and investors in a simple and coordinated way. The system has two clear aims:

- To increase the number of people taking part in sport and recreation especially amongst the hard to reach
- To build sporting pathways to support young people to achieve their full potential and sustain higher levels of participation

The national vision for sport in England is:

To make England the most active and successful sporting nation in the world.'

The regional plan for sport in the West Midlands will contribute to achieving this vision. The aim or mission for the plan is:

'To significantly increase participation in sport within all age and social groups, leading to improvements in health and other social and economic benefits and providing the basis for progression into higher levels of performance, for those with the talent and desire to progress.'

This will be delivered through seven key objective areas:

- Increasing levels of participation in club and community sport
- Improving levels of sports performance
- Widening access to sport
- Improving the health and well being of people through sport
- Creating safer and stronger communities through sport
- Improving education through PE and sport
- Benefiting the economy through sport

Sport England are striving for the regional plan for sport connects with the plans and activities of other major regional and local partners and that sport and physical activity becomes a theme in other regional policies and plans. The aim is that the plan will have a positive effect on:

- the Regional Economy Strategy
- the West Midlands Visitor Economy Strategy
- the Regional Cultural Strategy
- the Regional Planning Guidance for the West Midlands (which will become the Regional Spatial Strategy on completion of the new Planning and Compulsory Purchase Act)
- the Framework for Regional Employment and Skills Action.

This regional plan for sport also needs to connect with local plans and strategies

2.4 Arts Regional Context

For the arts, Arts Council England (ACE) as a national organisation reviewed its Ambitions for the Arts in 2006. Until 2008 it has adopted the following six priorities:

- Taking Part in the Arts
- Children and Young People
- The Creative Economy
- Vibrant Communities
- Internationalism
- Celebrating Diversity

ACE West Midlands is in the process of developing a new relationship with Coventry City Council, after the termination of the Strategic Arts Partnership (this initiative is coming to an end nationally). Key strands for collaboration will be based on the agreed priorities of: Internationalism; Taking Part; Creative Economy. An agreement will be drawn up and adopted during 2008.

ACE WM is also very committed to arts for children and young people and using arts to tackle social exclusion, so will not restrict its interest in Coventry to the three priorities. It also continues to provide grants to Regularly Funded Organisations in the city, including the Belgrade Theatre, Creative Partnerships and AMT.

2.5 Museums, Archives, Libraries Regional Context

For the museums, libraries and archives sector MLA West Midlands has set out its priorities for 2004-2007 which includes objectives relevant to Coventry's Cultural Strategy including:

- Working to develop a joint marketing approach across museums, archives and libraries
- Developing adult basic skills
- Creating a programme of Cultural entitlement for the West Midlands and work with Museums, Libraries and Archives and other cultural providers to develop comprehensive provision for creative cultural experiences for each child to age 16 in the context of family, school and community
- Supporting museums, libraries and archives in evaluating their core services and respond to needs of current, intending and new audiences
- Strategic development of collections to increase their quality and diversity
- Supporting regional participation in the Knowledge Web – focus on designated collections in museums, libraries and archives

3. Coventry's Cultural Sector

The Cultural Strategy needs to establish links with the policy priorities and research findings of recent documents produced to guide the various elements of the cultural sector.

3.1 Coventry City Council – key cultural plans

Coventry City Council's **Culture, Leisure and Libraries Strategic Plan** for 2006/7 to 2008/9 sets out the City Council's key priorities in relation to the cultural sector through

six objectives:

1. Support people from all communities to attain their potential through study support, adult education and other cultural and leisure activities
2. Widen opportunities for adult learning and participation in cultural and leisure activities as a way of promoting community cohesion and increasing employability
3. Improve the quality of opportunity for participation in libraries, leisure, adult education and parks and open spaces
4. Support the development of healthy and safe communities by increasing participation in library, leisure and cultural services
5. Develop and input into the implementation of major libraries, cultural and leisure development projects to increase access, and quality of opportunities, and raise the profile, attractiveness and liveability of the city
6. To improve access to cultural, leisure, library and adult education services and opportunities across the city regardless of the provider.

Major projected achievements for the plan include:

- New building for Tile Hill Library and Learning Centre to open in autumn 2007
- Completion of library at Caludon Castle school opening in autumn 2007
- Coventry Transport Museum's new business plan
- Delivery of the Coombe Country Park management plan for April 2008

The City Council's **strategy for Play, 'Something to do'** (2007) sets out a comprehensive programme of activities in response to national priorities and to the need and opportunities for children's play in response to issues like obesity. Consultation for the strategy identified 10 outcomes which are sought as priorities:

Outcome 1

More children and young people have access to informal, natural and environmental play areas

Outcome 2

More children have the opportunity to access parks and open spaces

Outcome 3

Increased awareness of the importance of play amongst City Council staff and councillors, partner organisations, parents and residents

Outcome 4

More children and young people are actively involved in the design, development and delivery of play opportunities

Outcome 5

Better co-ordination and management of the delivery of play opportunities

Outcome 6

Fewer children and young people experiencing barriers to play

Outcome 7

More children leading healthy lifestyles

Outcome 8

More children and young people have the opportunity to experience 'safe risks'

Outcome 9

A wider range of better quality and constantly improving play opportunities for children and young people

Outcome 10

More opportunities for families to play together

These outcomes are ones which the Cultural Strategy will seek to support.

For sport and leisure in the city a **Sport and Physical Activity Strategy - facility strategy** produced in September 2006 which built upon the **playing pitch strategy** produced in 2007. The facility strategy for sport was aimed at promoting active lifestyles and enhancing the quality of life for Coventry people through the development of a sustainable network of accessible, high quality sport, recreation and fitness facilities, offering a wide range of activities with opportunities for everybody to participate and to progress to achieve their sporting potential

The facility strategy has two objectives. These are;

1. To provide facilities where people of all ages, backgrounds and abilities can get started, stay and succeed in sport with access to the right facilities, equipment, coaching and encouragement
2. To ensure that facilities are available to meet the particular needs of groups in the city who may experience barriers to becoming involved in sport and fitness activities

The strategy identifies the national, regional and local context of sport. This identifies the network of sport and leisure facilities is made up of specialist and community facilities provided by the public sector (City Council, schools and further education), voluntary sector (sports clubs), commercial/private sector (professional sport, commercial fitness, hotels, and other centres,) and others which include charitable organisations, trusts, independent schools, universities, faith organisations, community organisations.

The facility mix within the city consists of sports clubs that own their facilities. Swimming pools, artificial sports pitches, Sports Halls (4 badminton court size and above), public Health & Fitness Provision, private Health & Fitness Clubs and Schools. It also identifies the Significant Current Facility Developments (underway and planned)

Strong reference is made to Building Schools for the Future (BSF) where Coventry are included in Wave 4 of the investment programme. Other potential sources of revenue are identified as Public Private Partnerships (PPP), Section 106 agreements and other external funding partners such as Sport England (Community Investment Fund) and the Football Foundation (capital and grass roots funding streams).

The summary of assessment identified the following outcomes which included a cross boundary assessment was carried out for sports halls, swimming pools and public health and fitness. Quite clearly this demonstrates that other neighbouring authorities see Coventry's as a key provider of facilities in greater Warwickshire.

From the assessment undertaken, it can be seen that:

- There is an undersupply of 12 badminton courts
- There is an undersupply of water space of 822 m²
- For public 'pay and play' health and fitness there is an unmet demand of 654 stations
- Synthetic pitch provision – slight oversupply of 0.9 pitches,
- There is a need to increase access and quality of provision

The Strategy gives clear indications of trends in physical activity and sport in the city and in a broader national context.

The overall vision of the Playing Pitch Strategy is:

'By 2020 Coventry City Council will endeavour to provide and have assisted in the provision of an appropriate distribution and range of high quality playing pitches and associated facilities which will provide opportunities for participation and potential to be reached in pitch sports by residents from all sections of the community.'

The achievement of the strategic aim should be carried out through the implementation of the following objectives: They have been developed from the key issues emerging from the assessment report identified in the strategy these objectives fall into a number of groups; General issues and actions, Management of facility planning and delivery.

General

1. Increase the quality and capacity of existing outdoor sports facilities to meet the needs and aspirations of NGBs, affiliated leagues, local sports clubs and the City Council.
2. Meet geographic shortfall through the implementation of improvements and new developments in areas of poor pitch provision, in order to ensure the long term viability of schemes.
3. Support development programmes and address latent demand as identified in the assessment report, particularly in relation to girls and women's sports and in areas of geographical shortfall.
4. Establish a viable infrastructure of voluntary and privately owned sports clubs in partnership with them.
5. Current shortfall in the provision of cricket and hockey facilities needs to be addressed urgently.

Management

1. Consider the creation of community sports pitches, or a degree of self management/control within specifically identified parks and open spaces; in partnership with voluntary sector organisations, schools, specialist sports colleges, etc.

2. Identify areas of open space that have the potential to contribute to outdoor sports provision, including unattached education playing fields, parks and recreation grounds.
3. Within a phased programme, improve the quality, security and defensibility of pitch sports facilities including their ancillary amenities such as changing accommodation and car parking.
4. Work to ensure appropriate resources are made available to maintain the City Council and private sites to an appropriate standard.
5. Identify outdoor sports facilities, which have space capacity and could, with investment/development assist is accommodating latent and future demand, in turn increasing participation levels.
6. Develop a policy within the revised UDP along with supplementary planning guidance that would seek the provision of additional high quality sports facilities, in lieu of the loss of existing facilities, to meet the consequent suppressed and future demand.

Planning

The following objectives are identified in the Strategy that should be considered as supplementary planning guidance:

- In new housing developments developers should ensure that proposals cater for all the open space needs of residents. This should include amenity green space, children's play provision, natural and semi-natural green spaces as well as outdoor sports facilities.
- Developers should ensure that sufficient playing pitch space exists in the catchment area to meet the needs of the people living in the new housing development.
- The City Council will ensure that the playing pitch database is updated on a regular basis and provide appropriate resources to undertake this task in order to present an accurate, up-to-date picture of playing pitch adequacy at any given time.
- For playing pitch space for developments of less than 100 dwellings or where provision would prevent the creation of high density development, or where existing playing pitch provision is already in excess of need, the City Council will seek to negotiate a commensurate sum towards the improvement of existing and accessible facilities.
- Any new pitch facilities which are provided by a developer as part of a housing development should be large enough to cater effectively for the intended use, be appropriately sited and designed and be practical to maintain. It is essential that facilities be designed, managed and maintained and developed for the social, economic and environmental well-being of the community.
- There will be situations when existing (off-site) recreational space within the catchment of the housing site may be enhanced as an alternative to new provision on site, if this is better placed to meet the recreational needs of the occupiers of the new dwellings. This is particularly appropriate where:

The existing provision of playing pitch space in the catchment area exceeds the minimum standard but people's needs would not be met due to the low

quality and therefore capacity of existing provision.

Where a planning application for residential development forms part of a larger housing site, or area, wider open space requirements should be considered for the site or area as a whole. In these cases the City Council should prepare an open spaces plan to ensure that new open space, including playing pitches as appropriate are provided in a co-ordinated way. As part of this plan developers may be asked to contribute to an area-based fund for open space provision in the locality.

The Playing Pitch strategy goes into further detail of the short fall of playing pitches within the city. Coventry's Youth Service has produced an **Art, Sport and ICT Curriculum Development Plan** (2007) which aims to extend the use of art, sport and ICT activity within the youth work curriculum to ensure that programmes are sufficiently variable in content to appeal to young people who have a diverse range of needs and interests.

The aim of the Youth Service is to engage young people in personal, social and emotional development opportunities that are challenging, supportive, exciting, and fun and that enable them to remain involved in lifelong learning. The national policy "Youth Matters" establishes a cultural standard as a minimum 'Local Offer' which includes:

- access to 2 hours per week of sporting activity
- access to 2 hours of other constructive activities in clubs, youth groups and classes
- opportunities to make a positive contribution to the community through volunteering, a wide range of other recreational, sporting, cultural and enriching experiences
- some enjoyable places to spend time.

For Coventry's arts sector, the **Strategic Arts Policy**, (2004) was developed but never formally adopted by the City Council; it is due for review and completion in 2008. Its themes are:

Sustaining Creativity: to support services for professional and voluntary creative practitioners; audience development

Access and Diversity: address needs of Coventry's arts practitioners, community groups and arts projects; develop arts activities and programming for culturally diverse communities

Social Inclusion: promote and support the use of the arts to break down barriers to social inclusion; support arts and skills training which can provide pathways to formal education or employment

Arts and Regeneration: establish Coventry as a place of artistic vitality and innovation and boost Cultural Tourism; develop a city-wide network of venues used for professional and amateur arts; support the maintenance of Coventry's arts buildings; develop a city-wide programme of arts events, making imaginative use of Coventry's buildings, spaces and facilities; develop an ambitious approach to Public Art, regenerate and animate the city's public spaces and support Coventry's creative industries

Arts and Lifelong Learning: establish a coherent and co-ordinated approach to arts education and training across the city; provide fully accessible spaces for a wide range of arts training and education; support the development of affordable

provision (studios, equipment, professional expertise) available for artists to develop their skills; support arts organisations to develop educational and training policies for staff and audiences.

In 2004 consultants Knight, Kavanagh and Page were asked to investigate the performance venue needs for Coventry, a critical issue for the Cultural Strategy. This report was produced under a previous administration and was never formally adopted. The key recommendations of the **Performance Venue Strategy**, were:

Low priority for a Civic Hall: Coventry already has a range of spaces and facilities which meet most of the needs for the traditional civic, town or city hall. The consultants proposed that Coventry should invest more strategically across a range of existing facilities, and adapt civic function to fit into existing or new spaces

Mid-scale performance space (500-600 seat): relates directly to the Butts Theatre, City College issue, currently the only medium-scale performance space in the city. There is a clear requirement for a space which can operate as a good quality 500-600 seater theatre, affordable for community hire, accommodate regular, high quality entertainment programmes alongside non-professional and professional theatre, dance and music bookings

Studio Spaces: Coventry has very limited facilities for arts practitioners to create and rehearse work. Practical, flexible, accessible and affordable studios would stimulate creative activity, accelerate creative industries development, and increase participation across the community

Better co-ordination and marketing: Coventry, compared to many towns and cities, has plenty of venues, and needs improved co-ordination and communication between performance venues, agencies and practitioners to ensure that the city makes the most of them. Coherent planning between agencies and venues, driven by effective marketing, would make a massive difference to audience development in Coventry.

For the heritage sector the **Coventry Heritage Strategy** (2004) sets out five aims:

Discovery – encouraging contributions from government agencies, City Council, museums, universities, etc, to contribute to knowledge about the heritage and encourage use and engagement through ‘cataloguing of Company records through to preparing a time capsule by children

Conserving – buildings, objects and sites

Learning from – promotion of access to heritage sites and collections and providing quality interpretation, plus education programmes for all ages.

Celebrating – communication about heritage and promotion of the city’s heritage to visitors and investors and to encourage pride amongst local people. Continued promotion of famous Coventrians – from Lady Godiva to Sir Frank Whittle

Building a better future – stimulation of regeneration and neighbourhood renewal, promoting a positive image of the city to visitors, investors and local people. Heritage playing a key role in tourism strategy and events programme. Heritage and culture promotion leading to new jobs and increased economic. Development of museums and heritage attractions for local people and visitors. BME communities ‘will have opportunities to celebrate their heritage and to share this across the city’.

3.2 Coventry Cathedral

Coventry Cathedral has a world-wide profile and remains a significant symbol for the city. The Cathedral's draft Development plan for 2007-2009 is based on five principles, defining the Cathedral as:

- A place for Spiritual renewal
- A world centre for peace and reconciliation
- A resource for city, diocese and nation
- The home of a developed and nurtured community
- An experience that affects every visitor

Actions within the four main areas of activity, including Tourism and Events, seek to:

- Provide a first class visitor attraction and place of pilgrimage that is unique, memorable and presents the good news of reconciliation to each and every visitor
- Enhance the Cathedral's role as a resource for the Diocese and the City of Coventry

Significant improvements to the Cathedral facilities will include:

- New lighting and sound systems
- Enhanced quality for Cathedral choirs

A key target of the business plan is the development of the Peace and Reconciliation Centre, planned to open in 2012, the Golden Jubilee of the consecration of the Cathedral. The Centre will provide a place to celebrate the history of the modern Cathedral and of the Community of the Cross of Nails, improve the experience of visitors and provide a venue for conferences on peace and related themes. The opening of the new centre will be part of a programme of activities, which will include exhibitions, tours, concerts and royal visits.

Visitors to the Cathedral are a significant contribution to tourism for the City Centre. Current targets are to attract 140,000 per year. The theme of peace and reconciliation provides Coventry with a world class brand, already reflected through the extensive twinning arrangements with cities and towns world wide. Partnership working between the city and the Cathedral will be vital elements in seeing the Cathedral reach its full potential for national and international visitors and for the people of Coventry and the region.

Plans to improve education and interpretation include:

- Programme of specialist education events for schools
- Improved tours with multi-media support
- New published visitor information, faith film and guides
- New exhibitions and improved exhibition facilities
- Improved web site
- Events for specific markets including families in school holidays, concerts of classical/choral and jazz music

- Creative Arts School and Cathedral based project inspired by the Cathedral's story of peace and reconciliation

3.3 Coombe Country Park

Coombe Country Park, to the east of the city centre, constitutes another significant heritage and environmental asset for the city, and has seen visitor figures more than double in the last twenty years to stand at 450,000 in 2000. **The Coombe Country Park Management Plan** (2006-2011) focuses on three areas

- Management of visitor services
- Management of the historic landscape
- Nature conservation

The plan seeks to balance management of the historic landscape and the need to preserve habitat and encourage wildlife with visitor management, and in the wider context of goals for all the Coventry's parks:

- Own heritage merit
- Cultural links with past, sense of place and identity
- Locations for civic celebrations, community festivals, etc
- Bring communities together on common ground
- Important for health and well being
- Value of community engagement and establishing people's needs and aspirations
- Potential for volunteer working, including in educational work

The strategy looks at expanding use of Coombe Country Park but without damaging the landscape or impacting on habitat. With this in mind the emphasis is on off-peak use, with a focus on the over-50s and the parent and toddler market.

3.4 The Library Service

Coventry has a proactive and dynamic library service engaging with 2 million people and issuing 1.5m books per year. One third of all residents – 100,000 people – used a library in 2006, and libraries reach out to all of Coventry's diverse communities, with services for children, young people and older people. Libraries also handle over 300,000 enquiries per year.

Community libraries have benefited from an extensive refurbishment programme over the last seven years and the Library service has extensive experience of imaginative partnership working to enhance literacy and engagement with reading. This has been achieved from a baseline in 2001 when the service was rated as poor in the Best Value Review of that year. Major plans in 2007/09 include the development of a multi-activity centre and library in Tile Hill and a new library in Whoberley.

Libraries in the city are modernising into community hubs, and the first pilot One Stop Shop has been developed at Bell Green, with a second in Tile Hill opened in 2007.

3.5 Urban Design Guidance

The quality of the built environment, and the particular challenges of Coventry's City Centre, make urban design a key element in the future cultural development of the city. The **Coventry Urban Design Guidance** has the status of Supplementary Planning Guidance (SPG) and is an accompaniment to the emerging Coventry Local Development Framework.

It sets out the Principles of Urban Design:

- Enhancing townscape and landscape character by reflecting locally distinct patterns of development
- Strengthening the continuity of street frontages and the enclosure of space by development that clearly defines the boundaries between public and private space
- Providing high quality public spaces which are safe uncluttered, active and easily identifiable
- Making places that inter-connect and are easy to move through
- Ensuring that developments are readily understood by users
- Encouraging developments which can adapt to changing social, technological, economic and market conditions
- Promoting diversity through mixes of use which work together to create vital and viable places
- Ensuring that developments are sustainable in terms of their design, layout and density



Appendix E

GLOSSARY

In Alphabetical Order

ACE

Arts Council England
0845 300 6200
www.artscouncil.org.uk

ALISS

Artists Learning Information and Support Services

AMT

Arts and Media Training
024 7622 7563
www.amtcc.org.uk

AWM

Advantage West Midlands – regional development agency
0121 380 3500
www.advantagewm.co.uk

BME Groups

Black and Minority Ethnic Groups

BSF

Building Schools for the Future

C&YPSP

Children and Young People's Strategic Partnership

CCC

Coventry City Council
024 7633 3333
www.coventry.gov.uk

CSW Sport

Coventry, Solihull and Warwickshire Sport
024 7657 4200
www.cswsport.org.uk

CSWP

Coventry, Solihull and Warwickshire Partnership
024 7670 7400
www.cswp.org.uk

CtC

Communities that Care

CVOne

Destination marketing and city centre management company
024 7660 7000
www.visitcoventry.co.uk

DCMS

Department of Culture, Media and Sport

GHS

General Household Survey, conducted every year by independent researchers

Godiva Festival

Premier Coventry event, organised by CVOne, taking place in the War Memorial Park each summer

HSG

(associated regulations and Approved Codes of Practice, most notably The Event Safety Guide, HSG 195)

ICE

Institute for Creative Enterprise
Opening at Coventry University in April 2008, provides business space for artists, a research centre and post graduate courses
www.coventry.ac.uk/ice

LDF

Local Development Framework

LGA

Local Government Authority

MAD UK

An innovative and dynamic sculptural costume design competition.
www.maduklive.co.uk

MLA

Museums, Libraries and Archives

MORI

Research company which focuses its work around Marketing, Advertising, Media, Loyalty and Public Affairs. Name changed to Ipsos MORI in 2005.
www.ipsos-mori.com

NEC

National Exhibition Centre, located near Birmingham

NGB

National Governing Bodies

PAS

Performing Arts Service, Coventry City Council
7669 5300
www.coventry.gov.uk/ccm/navigation/leisure-and-culture/performing-arts-service

PPP

Public Private Partnerships

SPG

Supplementary Planning Guidance

UDP

Unitary Development Plan

UKSG

UK School Games

This multi-sport event for the most talented children in the country of school age was hosted by Coventry in 2007.

WCC

Warwickshire County Council

Notes

Coventry Cultural Partnership

This Strategy has been produced by the Coventry Cultural Partnership. This is an organisation that brings together the range of organisations and people who are involved in delivering or promoting cultural services to the city of Coventry.

The Coventry Cultural Partnership sits alongside a number of city-wide partnerships in Coventry. The partnerships are set up between public services, local industry and community organisations under the umbrella of the "Coventry Partnership". All of these partnerships are supported by the City Council who have endorsed this Strategy. The Cultural Strategy links to other strategies that have been produced by other partnership groups – most notably the Community Safety Partnership, the Children and Young People's Partnership and the Older People's Partnership.

The Cultural Partnership has followed the guidance that has been given from the Government Department for Culture, Media and Sport, in order to provide a framework for this Strategy. There has been wide consultation with a range of stakeholders. The key part of this Strategy is what we propose can be done to improve the cultural offer in the city in such a way that more people will take part and will enjoy the experience.

It is expected that this Strategy will be reviewed by the Cultural Partnership at least once a year with a report produced on progress against the agreed actions and in demonstrating the outcomes achieved. It will also be refreshed and reviewed each year as the cultural offer develops in response to customer expectations and demands and any changing circumstances in the city.

Telephone: (024) 7683 2380

Website: www.coventrypartnership.com/culturalpartnership

So many people have been involved in the production of this strategy that there is not room enough to list them all. However, all of their contributions were very gratefully received and we would like to thank them for making the production of this document possible.