

YOUR GUIDE TO

# COVENTRY'S UK CITY OF CULTURE BID



COVENTRY 2021  
UK CITY OF CULTURE



@Coventry2021

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**Coventry**  
UK CITY OF CULTURE 2021



# ON THURSDAY 7 DECEMBER 2017, COVENTRY WAS AWARDED THE TITLE OF UK CITY OF CULTURE 2021

The journey began in June 2015 when Coventry City Council took the decision to submit a bid to the Department for Digital, Culture, Media and Sport. Coventry City of Culture Trust, an independent charity, was set up to run the bid with a small team working full-time to bring home the title.

Working as a partnership between Coventry City Council, University of Warwick, Coventry University, arts organisations and private sector businesses, the Trust submitted two comprehensive bid documents, held a series of events as part of an advanced programme and engaged extensively with local communities.

Due to the sensitive nature of the document, the full details of the final bid remain confidential but we're excited to share the key themes and vision for our Coventry 2021 and to show what impact we can all bring to Coventry and the region.

## **LAURA McMILLAN**

Director of Operations and Legacy,  
Coventry City of Culture Trust



# THEMES AND VISION

## BEING HUMAN

- **You're safe here**  
A city of sanctuary and welcome
- **Welcome home**  
A history of migration
- **This is for you**  
Championing accessibility for all
- **Meet the neighbours**  
Nurturing communities

## UNDERGROUND

- **Under your feet**  
Built on a hidden river
- **Around every corner**  
The home of subculture and street movements
- **Your voice matters**  
Enabling peaceful protest
- **Let's talk**  
Supporting and learning from our creative young people

Coventry 2021 will reimagine the place of culture in a diverse, modern Britain

## REINVENTION

- **What's next?**  
Resilient city with ambitious aspirations
- **Space to think**  
On the forefront of digital and industrial innovation
- **Freedom to experiment**  
A history of new ways of working, town-twinning and community schools
- **Always looking ahead**  
Arts, engineering, science and technology meet

## MOVING

- **By cycle, car and jet engine**  
Now through culture
- **We think globally**  
Theatre in Education, new music movements and film studies
- **Put your trust in us**  
Changing attitudes to culture across the city and beyond
- **The time is right**  
A city poised to change its reputation forever

# OUR PROGRAMME PRINCIPLES

Coventry's City of Culture programme is built on a series of principles that we will ask all artists and organisations to commit to. Our core principles are: being community-led, being accessible and building legacy.

## 1) WE CALL IT COV

Community-led creative programming reflecting the diversity, youth and aspiration of the city. We will continue to encourage every citizen to be creative; for example, talking about our programme whilst baking bread in Hillfields or stitching coasters in Foleshill.

## 2) THIS IS FOR YOU

Accessibility and learning will be at the heart of everything we do. In 2021, everyone will have access to an artistic and cultural programme that speaks to them personally. Our programme will reflect culture in its broadest form, it will reflect who we all are, it will be about being human.

## 3) FROM US, WITH LOVE

Artistic-led capacity building, ensuring all projects leave a legacy. We will invite national and international artists to work with our existing organisations to produce work in Coventry to make a sustainable difference in the future.



# WHAT WILL 2021 LOOK LIKE?

Our programme is in development with a budget of £25m and will be announced in 2020. The list below gives you just a taste of what you can expect from the year with a lot of room for new ideas to emerge.

## FESTIVAL OF REFUGEE AND MIGRANT ARTS

In 2021, in the city of Peace and Reconciliation, this festival will celebrate the contribution that refugee and migrant communities are making across the world.

This multi-disciplinary showcase will see us work with some of the world's leading cultural organisations, who specialise in working with refugee and migrant communities, and with our own local organisations such as Coventry Refugee and Migrant Centre who are supporting and championing integration in our own city.

## TAXI ARTS CENTRE

You may know them as black cabs. You may know them as London Taxis. But did you know that Coventry has always, and still does, play an important role in the development and manufacturing of the iconic British Taxi?

In 2021, seven Coventry schools will commission seven artists to transform seven new electric taxis, designed and built in Coventry, into works of art. Each will have an uber-cool design on the exterior, and a converted interior, turning these vehicles into travelling gallery spaces, cinemas, stages and street food vendors. When these taxis come together, in the city centre, in parks, in town squares around the country, they form *The Taxi Arts Centre*.



## RING ROAD POEM

Love it or loathe it, Coventry's Ring Road is an iconic feature of our city centre. It's a huge concrete canvas, a wealth of hidden underground spaces, a life-size Scalextric track. And in 2021 it will be the backdrop of Britain's first 2-mile-long poem. Glimpses of the poem will be etched into the concrete, signposted in the subways and projected onto the pillars. But to experience this epic piece of writing as whole, you'll have to navigate the entirety of the city.

## SHAKESPEARE FILM SCREENINGS

Our neighbours, the Royal Shakespeare Company will take residence in the city for a year-long programme of Shakespeare-based events. This will include unique screenings of the whole canon of Shakespeare's 37 plays. The screenings will take place in a wide range of spaces and venues in Coventry, for example you may see *As You Like It* in the Forest of Arden, *Macbeth* in London Road Cemetery and *Richard III* on Gosford Green.

## STREETS OF CULTURES

52 weeks, 21 streets. A full year celebrating Coventry's most varied neighbourhoods. Poetry on the pavements, line dancing on the lawns, dinners on the driveways... Streets of Cultures will be a year-round programme of street-based celebrations, all designed and created by the communities who live there.

Members of the public will visit previously undiscovered areas of the city to meet the residents and share in their cultural celebration. Sign up to the newsletter on our website to find out first how your street might get involved.

## LOOK OUT

for a series of pilot and build-up events taking place throughout the journey towards 2021.

To be among the first to know, sign up to our newsletter at [www.coventry2021.co.uk](http://www.coventry2021.co.uk) and follow us on Twitter, Facebook and Instagram @Coventry2021.



# STEP CHANGES

The UK City of Culture title will bring real change in the city.

To measure this and to demonstrate the impact to the judges we created a set of step changes that we believe the city can meet in the coming years. We are all responsible for helping to achieve these city-wide step changes. Over the next few months we will be sharing ways to get involved, and to help us make the most of this amazing opportunity.

## 1. CULTURE DRIVING THE ECONOMY

We will use the year to deliver an increase in tourism and visitor spend based on our baseline research, transform the model for private sector engagement and promote growth in new creative businesses.

Key targets

**2,116**  
new jobs

**20%** increase in  
visitor spend

**2.5m**  
visitors

**100** new businesses regularly  
supporting the arts

**INCREASED  
GROWTH**

in employment in music,  
performing and visual  
arts from 0.7x national  
average to 1.0x

**INCREASED  
CONTRIBUTION**

of the creative industries  
from 3.57% of total  
GVA to 5%



## 2. CULTURE CLOSING THE GAPS IN PARTICIPATION AND ENGAGEMENT

We will close the gaps in access to high quality arts and culture in our city by reaching into areas with lowest levels of opportunity.

### Key targets

**80%** local population experiencing at least three events

**100** trained Culture Reps

**OVER 50%** of the programme will reach into communities and schools

**30%** of programme with opportunities for co-creation and participation



## 3. CULTURE BUILDING BRIDGES: DIVERSITY AND EQUALITY

We will unleash the cultural and creative potential in our communities and ensure that there is diversity amongst our cultural leaders, producers and artists.

This is diversity in the broadest sense including age, gender, ethnicity, accessibility and sexuality. We will make the arts accessible to isolated communities and ensure that access is not limited by cost or insensitive programming.

### Key targets

**BRITISH, ASIAN & MINORITY ETHNIC (BAME), YOUNG AND DISABLED PEOPLE**

represented on the boards of publicly funded cultural institutions

**20%**

of those not in education or training involved in programme delivery

**PROGRAMME DELIVERED**

by internationally recognised artists representative of the city's population and under-represented groups

**40%**

increase in out of school engagement for economically disadvantaged children and young people in key wards

**FIVE**

new international cultural exchanges and partnerships

**20%**

increase in BAME audiences

#### 4. CULTURE UNDERPINNING THE HEALTH OF THE CITY

We will get the city moving. We are committed to reducing inactivity and promoting health and wellbeing.

Key targets

**25%**

increase in cultural commissions to help address mental health/obesity

**REDUCED**

levels of depression and anxiety to national average. 20% increase in dance and physical activity

#### UNIVERSITIES AND PUBLIC HEALTH

working together to research, develop and measure cultural impact on mental health sufferers

#### 5. CULTURE TAKES PRIDE OF PLACE - RECOGNITION AND LEGACY

We will create the foundations for cultural, social and economic prosperity. 2021 will put a city that is reinventing itself through culture, innovative delivery and creative diversity on to the national and international map, and bring investment and interest into the city and the region.

Key targets

**30%**

increase in levels of neighbourhood and city centre satisfaction

**TARGET OF 16,690**  
active volunteers and participants

**10%**

increase in graduate retention

**£750k** sustainability fund for building resilience and legacy



# ECONOMIC IMPACT

Coventry City of Culture has the potential to make a significant economic impact on the city and region.

This is due to the scale of opportunities in the city and the fundraising ambitions. Our calculations estimate a total direct economic impact of £349.8 million from 2018 to 2022 in Coventry.

The key direct economic benefits will include:

- Tourism volume and value. Our conservative calculations suggest £106.9 million in 2021 and a total of £95.7 million during the build-up and 2022
- Following initial creative industries benchmarking we project an increase of 20 cultural and creative small to medium sized enterprises totalling around £2 million in benefit
- We are projecting that the city's work on building a more sustainable arts sector will realise sustained growth or development of £3 million by 2021 via companies such as Imagineer Productions, Theatre Absolute and Photo Archive Miners
- The bid has already unlocked some £30 million of capital development and is projected to achieve a total investment of £48.3 million plus £16.5 million for other heritage properties linked to the transfer of assets to Historic Coventry



## ECONOMIC IMPACT OF £349.8 MILLION



# WHAT HAPPENS NEXT?

## 2018

- Build-up programme begins
- Recruiting key senior posts including Creative and Executive Directors
- Public meetings
- Artist meetings and training event
- Key conversations with national funding partners and sponsors
- Destination Management Plan created

- Audit of the web capacity in the city
- Capacity Building and Development Fund launched
- Establish our research programme and confirm targets
- Establish media partnerships including the BBC

## 2019

- Recruitment of additional staff
- Feasibility studies around key programme
- Expanded work in schools
- Further public and artist events
- Identify key dates for tourism promotion



## 2020

- City of Culture 2021 programme released
- Volunteers recruited
- Launch new website
- Final stages of recruiting staff

## 2021

- Deliver 365 days of cultural events
- Reveal current progress against step changes
- Launch legacy plan for 2022 and beyond

## 2022

- Evaluation and research impact
- Legacy programme and continuing activity



# FREQUENTLY ASKED QUESTIONS

## WHO IS DELIVERING THE CITY OF CULTURE PROGRAMME?

The delivery of the 2021 year will be run by Coventry City of Culture Trust, an independent charity initially set up to run the bid back in October 2015.

Working very closely with Coventry City Council throughout, we will ensure the city infrastructure can support the ambition for the year. Key partners, stakeholders, artists and communities will have significant input to continue to shape and develop activity for Coventry 2021 and beyond.

## HOW WILL THE TRUST MANAGE UK CITY OF CULTURE?

The Trust is recruiting for two senior posts, an Executive Director and Creative Director that we hope will be in post towards the autumn and will take over the running of the charity and programming of the year. Operational running of the Trust is led by Laura McMillan, Director of Operations and Legacy, supported by a team

of eight members of staff. The Trust works closely with Coventry City Council, the University of Warwick, Coventry University and other key stakeholders.

## WHO IS PAYING FOR THIS?

The UK City of Culture is not a cash prize, but it does come with commitment of investment from national funders such as the Heritage Lottery Fund and Arts Council England. Funding has been committed from Coventry City Council and discussions are taking place with the West Midlands Combined Authority, Coventry University and the University of Warwick.

During the bidding process, the Trust created a new model of private sector sponsorship for the arts in Coventry with over 100 businesses backing the bid financially. This private sector sponsorship will continue to grow with the team committed to raising significant sums from this sector.

We are also supported by our Founding Presidents who are local philanthropists.

## HOW MUCH IS IT GOING TO COST?

The final cost of the project will very much be determined by the success of our fundraising but we are working to a programme budget of £24million.

## HOW DO I GET A JOB/ VOLUNTEER FOR THE CITY OF CULTURE?

All jobs that are open to application can be viewed at [www.coventry2021.co.uk/jobs](http://www.coventry2021.co.uk/jobs). The Trust is unable to accept speculative CVs.

Details of volunteering will be released at the end of 2019. Sign up to our newsletter to be among the first to hear about opportunities.

## HOW DO I GET MY PROJECT FUNDED?

The Trust is currently developing a Capacity Building and Development Fund for projects that fit with the aims of City of Culture. Details of such opportunities will be announced in our newsletter, on the @Coventry2021 social media accounts and on [www.coventry2021.co.uk](http://www.coventry2021.co.uk).

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## HOW CAN I GET INVOLVED AS A...

### Supplier/small business?

When the time is right, we will be tendering for the majority of our contracts. Where possible, we are hoping to continue to work with local businesses and organisations.

### Artist/Arts organisation?

Once the Creative Director is in post, we will organise a series of briefings to keep you involved but in the meantime sign up to the newsletter and follow us on social media for up to date opportunities.

### Individual/volunteer?

We won't be recruiting for volunteers until 2020 but sign up to the newsletter for details of announcements.

### School?

We will be recruiting an Education Officer post later in the process. More details regarding schools' engagement will follow and will be circulated through the newsletter and social media.

### Sponsor?

We continue to welcome new backers and to invite them to a range of events. Please email [michael.mogan@coventry2021.co.uk](mailto:michael.mogan@coventry2021.co.uk) for further information.

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## WHAT ARE THE PLANS FOR A LEGACY?

Coventry City of Culture Trust will continue post-2021 with a team of core staff. Coventry City Council has already confirmed their funding for legacy and other conversations are in progress. The future of the Trust will be aligned with the city's 10-year Cultural Strategy.

Hull announced their legacy plans in September 2017 (their year of Culture).

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## WHAT'S THE LONG-TERM PROGRAMME?

Ideas for around 50% of the programme were included in the bid documents that the Creative Director will review once in post. Highlights of this programme are included in this document and more detail on programme will be released when we begin marketing the programme. We will be setting dates to reveal our programme in 2020.

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## CAN I READ THE BID?

The final bid is a document compiled specifically to enable Coventry to win the UK City of Culture 2021 competition. As such, it contains confidential and sensitive programming, fundraising and tendering material and will not be publicly published. This version contains a lot of the information which formed our final bid, excluding sections with sensitive information.

PRINCIPAL PARTNERS



BID SPONSOR



BID DEVELOPMENT SPONSORS



NATIONAL PARTNERS



FOUNDING PRESIDENTS

Roger Medwell DL  
Dr Tim Watts DL  
Sir Peter Rigby KBE DL

Baljit Shergill  
Janet Moore

Keith Bradshaw OBE DL  
David Burbidge CBE DL

HONORARY PARTNER



REGIONAL PARTNERS



2021 CLUB MEMBERS



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