

PERFORMANCE MEASUREMENT AND EVALUATION  
**PROGRESS REPORT THREE**  
JULY 2020 – SEPTEMBER 2020



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**COVENTRY**  
**UK CITY OF CULTURE 2021**



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**November 2020**

Cover Image: Fargo Village by Matt Fife

# EXECUTIVE SUMMARY



The Trust has continued through Q3 to make financial and resilience support commitments to local and regional artists and organisations and to actively continue programming development and activity, notwithstanding the extreme economic, social and policy context of COVID-19.

There were fewer events in this reporting period, with activity increasingly focussed on planning for the UK City of Culture 2021 year (UK CoC 21). Consultations and development work with individuals and communities who will contribute to key events in the year's programme continue and are increasing. The Trust has recruited additional capacity in this build-up period. There has been a strong focus also on communications and messaging including a new brand and website launch.

As the year of UK CoC 21 approaches the M&E process has moved from the development of the *Theory of Change* which underpins the [PM&E Strategy](#) to capturing the *Story of Change* – how the theory is now being put into practice by the Trust and others to achieve progress towards its stated outcomes and impacts.

During the reporting period the producers and production team delivered 1,481 hours of online consultation and planning work with individuals and communities in Coventry, and the city region. This is a 17% increase from the previous quarter (1,261 to 1,481). In Q3 the Trust registered 10,000 points of engagement through a City of Culture event, or a City of Culture-supported event. All of this engagement has been online due to the COVID-19 pandemic.



Photo of CoC Branding by Uncommon

# EXECUTIVE SUMMARY



## Progress towards outcomes in this period include:

- **Cultural leadership and programming reflects and represents the citizens of city:** The Trust has recruited a team which is broadly reflective of the citizens and communities in the city.
- **Community led production and programming increases cultural participation and activism:** *21 Streets of Culture* is now the umbrella for the work of the Collaborative City team. The aim is to develop legacy through building stronger relationships with community partners, artists and cultural organisations. In particular, the focus is on working with community assets including community centres, libraries, family hubs and other social gathering places for cultural activity which will provide every Ward with local access to cultural making and distribution.
- **There is increased understanding, accessibility and provision of career routes into the cultural and creative sector:** In September 2020, the Trust launched their search for 15 apprentices split across the organisation including event production, marketing and communications, ticketing, fundraising, evaluation, and finance. Working with the local training provider North Warwickshire and South Leicestershire College, each apprentice will receive on the job training within their host departments as well as the training for a Level 3 qualification. The apprentices will be with the Trust for 18 months and will be working 30 hours a week earning a national living wage salary.
- **Collaborative national and international cultural programming increases Coventry and the region's global presence:** The Trust launched a new brand for UK CoC 21 advertised across billboards and lamp-post banners in the city including two ring-road hoardings and flags operated by Coventry City Council in Broadgate and Millennium Place. The Trust also launched a new website, developed by Coventry based Exasoft Group. This website will include the full events programme and The Ticket Factory's ticketing platform ahead of May 2021. The Trust's *Coventry Moves* film developed for the new brand launch has had over 146k views and 490 shares through paid and organic promotion.

- **Coventry's model of culture-led placemaking influences regional and national policy making:** The Trust has established an innovative partnership with the West Midlands Police (WMP) who are now substantially engaged in the Trust's work and processes. WMP will also be responsible for policing the Commonwealth Games in 2022 and UK CoC 21 provides the opportunity to develop the WMPs experience and expertise in policing cultural and sporting mega-events.
- **Cultural Sector activity makes a significant contribution to the economic, social, health and wellbeing targets for the city and the region:** As part of *People Like Us*, a Coventry based creative health festival, the Caring City Team and Collaborative City Team worked with behavioural scientists from Warwick Business School and health professionals to deliver a Nudgeathon workshop to look at how to promote social prescribing to health professionals and encourage them to direct people towards arts and culture activities to improve health and wellbeing.

## Learning insights from Q3:

- Ensure the connectivity of data flows between Ticketing, CRM and Survey platforms to provide real time dashboard by January 2021.
- Manage the additional demands of social value assessment on producers, artists and beneficiaries.
- Ensure communications have a wider reach and impact.
- Clarify Coventry's model of 'co-creation' to guide community-led production activity.
- Recognise and communicate community projects and initiatives that contribute to the build-up to UK CoC 21

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# CONTEXT



Coventry Moves

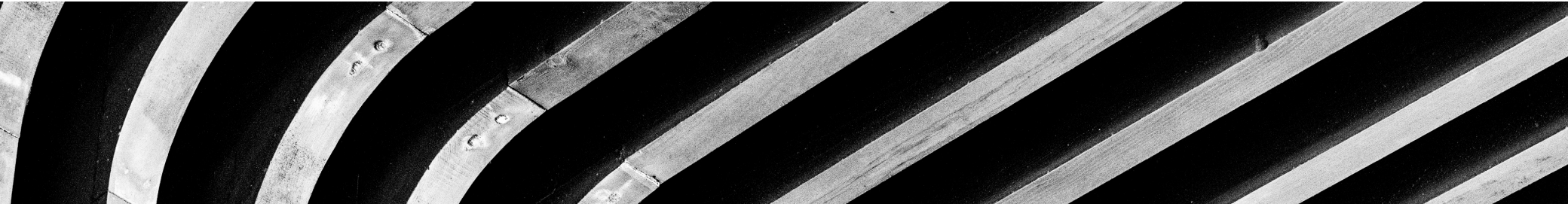
This Progress Report (PR3) covers the work of the Coventry City of Culture Trust (the Trust) from 01/07/2020 to 30/09/2020. Previous progress reports are available [here](#). The Progress Reports contain quarterly<sup>1</sup> evaluations of progress towards the outcomes and legacy impacts outlined in the Coventry UK City of Culture 2021 *Theory of Change* (ToC) [here](#). The overall purpose of these reports is to identify how and to what extent the Trust has contributed to targeted outcomes and legacy impacts, as well as to derive learning insights to support UK CoC 21 and for shaping future cultural evaluations.

In PR2 we covered the Trust's activity and engagement during the months of the first lockdown due to COVID-19. Much of this work was aimed at reducing the negative impacts of the pandemic by providing positive and swift support to the local cultural sector, including the Trust's pledge statement. The Trust has continued through Q3 to make financial and resilience support commitments to local and regional artists and organisations and to actively continue programming development and activity, notwithstanding the extreme economic, social and policy context of COVID-19. We commented in PR2 that the Trust's work and other responses to the pandemic in Coventry had been consistent with and contributed directly to planned outcomes in the ToC.

There were fewer events in this reporting period, with activity increasingly focussed on planning for the UK CoC 21 following the announcement that UK CoC 21 will commence in May 2021 opposed to January 2021. Consultations and development work with individuals and communities who will contribute to key events in the year's programme continue and are increasing. The Trust has recruited additional capacity in this build-up period. There has been a strong focus also on communications and messaging including a new brand and website launch.

As the year of UK CoC 21 approaches the M&E process has moved from the development of the *Theory of Change* which underpins the PM&E Strategy to capturing the *Story of Change* – how the theory is now being put into practice by the Trust and others to achieve progress towards its stated outcomes and impacts.

<sup>1</sup>Q1 – January to March, Q2 – April to June, Q3 – July to September, Q4 – October to December.



This development will see a new phase in the M&E strategy which will influence the format and frequency of progress reporting going forward. As the intensity of cultural activity develops during the year there will be too many events occurring in each reporting period to cover everyone in detail. The reporting of routine monitoring data will move to digital dashboards in Q1 2021 to provide real time updates on engagement, audiences and responses to the programme.

In addition, there will be an increase in the reporting of evaluation work that provides evidence for the assessment of social value and insights into the lived experience of UK CoC 21 from a diverse range of perspectives. For example, there will be increasing inputs from external evaluation contractors who are now actively engaged in the economic and social value assessments and in surveying attitudes and responses to UK CoC 21 across the city. Summaries of this work will feature in future progress reports.

From PR4 and through the year we will introduce a sampling system that ensures that all outcomes and evaluation questions are covered across the range of events and operations presented for each report

In PR3 we present headline statistics for engagement and audiences in Q3. These statistics are followed by evaluations of activities and outputs relevant to the 6 of the 15 outcomes in the Story of Change which the Trust has been most actively focussed on in Q3:

- **Cultural leadership and programming reflects and represents the citizens of city**
- **Cultural engagement is geographically dispersed across the city**
- **Community led production and programming increases cultural participation and activism**
- **There is increased understanding, accessibility and provision of career routes into the cultural and creative sector**
- **Collaborative national and international cultural programming increases Coventry and the region's global presence**
- **Coventry's model of culture-led placemaking influences regional and national policy making**

# ENGAGEMENT AND AUDIENCE HEADLINE STATISTICS



## Consultation/Engagement:

During the reporting period the producers and production team delivered 1,481 hours of online consultation and planning work with individuals and communities in Coventry, and the city region. This is a 17% increase from the previous quarter (1,261 to 1,481).

**In total from the point of winning the UK CoC 21 title in December 2017, the Trust has engaged in 5,600 hours of consultation and planning work.**

Of these 1,481 hours in this reporting period:

- 333 hours were delivered by the Caring City team;
- 416 hours were delivered by the Collaborative City team;
- 322 hours were delivered by the Dynamic City team;
- The remaining 410 hours were delivered by the Creative Director, Production and Operations teams.

The breakdown of those engaged with is:

Type of Stakeholder	No. of Stakeholder	No. of Hours
<b>Key Funding Partners (DCMS, ACE, Lottery Funders)</b>	5	13
<b>Delivery Partners</b>	14	465.75
<b>Strategic Partners</b>	5	219.5
<b>Commissioning Partners</b>	6	25
<b>Local Business</b>	12	40
<b>Individual Citizens</b>	3	4
<b>Cultural Organisations / Venues</b>	72	383.25
<b>Community Organisations</b>	24	149
<b>Local Authority</b>	5	15
<b>Faith Organisations</b>	5	6
<b>Educational Institutions</b>	6	4.25
<b>Media / Press Outlets</b>	4	20.5
<b>Health Organisations</b>	6	30.75
<b>Charities / Support Organisations</b>	8	105
<b>Total</b>	<b>175</b>	<b>1481</b>

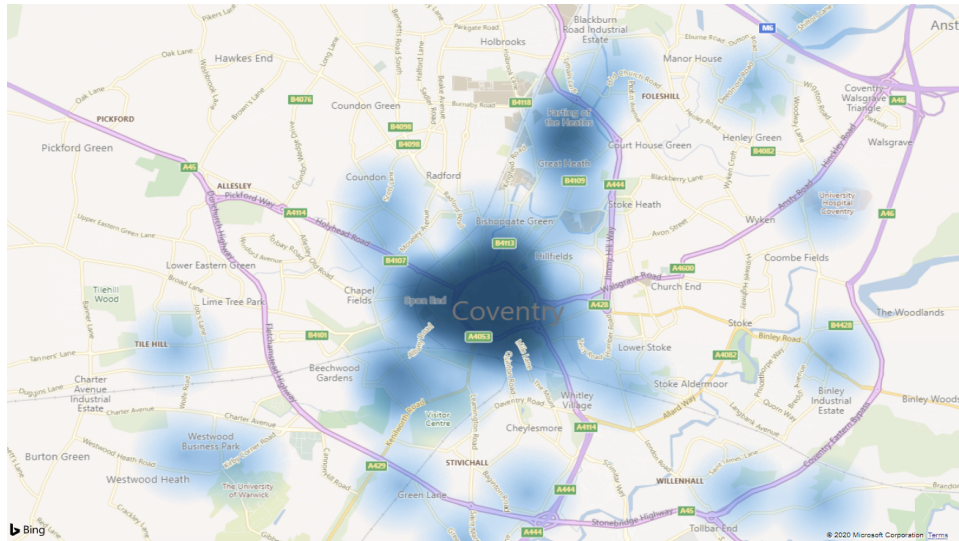


# ENGAGEMENT AND AUDIENCE HEADLINE STATISTICS



## Engagement:

All of this engagement took place online; however, when the postcodes of the community groups, organisations and individuals are heat mapped over the city, there is a strong concentration of engagement with individuals and organisations who are based in the city centre. This might be expected to some extent given the fact that a high proportion of individuals and organisations that the Trust are working with are based in the city centre.



The 175 different individuals or community groups engaged with are located in 74 different unique postcodes (unit postcodes), of which 84% are within Coventry (CV1 to CV6 postcode).

Overall, activity is geographically dispersed across the city, however there is a noticeable cold spot in the North West of the city. During this reporting period, the Trust has commissioned an external consultancy to provide a series of sentiment analyses with a representative sample of the population in order to better understand drivers and obstacles to engagement in areas and populations who are currently under-represented in both audiences and engagement.

There is also a strong correlation between activity in the community and the location of established Family Hub areas and Community Centres such as Foleshill Community Centre/Families For All Family Hub (Foleshill Ward) and Pathways Family Hub (Radford Ward). Family Hubs provide a range of services for local residents and potential for a wide range of community engagement initiatives including cultural consultations.

# ENGAGEMENT AND AUDIENCE HEADLINE STATISTICS



## Audiences:

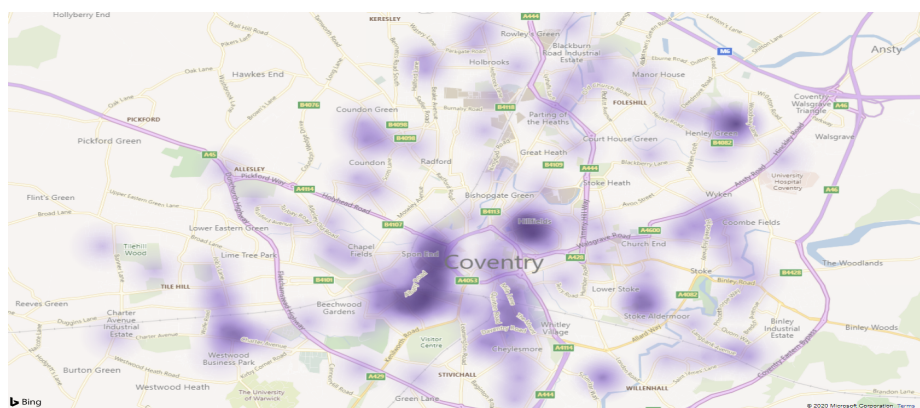
During Q3, the Trust had just over 10,000 points of engagement<sup>2</sup> through a City of Culture event, or a City of Culture-supported event. All of this engagement has been online due to the COVID-19 pandemic. The majority of this engagement has been with the Visual Album (c.7,000 streams). This total may include multiple engagements from individuals.

From January 2021 we will have processes in place to avoid duplication in audience totals.

Of the participants surveyed during the period of July to September 2020<sup>3</sup>:

- 69% were residents from the CV1-CV6 postcode area, 5% down from the last quarter
- 7% were residents from Warwickshire, 3% increase from the last quarter;
- 18% were from elsewhere in the UK and 6% were international
- 64% identified as female, down 12% from the last quarter (Coventry average – 50.6%<sup>4</sup>)
- In this period 30% of respondent stated they were aged 50 and over. The majority of respondents were in the age group 35 –to 49 (37%), followed by 20 to 34 (26%) and 7% under the age of 19
- 16% identified as having a disability or long-term health condition (Coventry average – 18%<sup>5</sup>)
- 16% identified as LGBT (UK average – 5.4%<sup>6</sup>)
- Participants identified as:
  - 52% White British (Coventry – 66.6%<sup>7</sup>)
  - 12% White Other, White Irish, or White Gypsy or Irish Traveller (Coventry – 7.2%)
  - 12% Black, African, Caribbean, or Black British (Coventry – 5.6%)
  - 18% Asian or Asian British (Coventry – 16.3%)
  - 4% from a Mixed or multiple ethnic group (Coventry – 2.6%)
  - 2% being from any other ethnic group (Coventry – 1.7%)

When heat mapped, the audiences with a Coventry postcode are geographically dispersed across the city:



There is engagement from all 18 wards of the city. Chapelfields in Earlsdon remains the MSOA<sup>8</sup> with the highest engagement, 30%; closely followed by Hillfields MSOA at 29%. Engagement has fallen in Upper Foleshill and shifted east to Wood End, Henley & Manor Farm (WEHM) MSOA neighbourhood which has seen an increase in engagement and Trust activity; this area was identified in PR1 as an area of low engagement. Since that first report engagement has become more geographically dispersed, however cold spots still remain in the North West and parts of the North East.

<sup>2</sup>A point of engagement is being classified as a person who attends an event virtually, those engaging digitally through online content and those streaming or watching content digitally.

<sup>3</sup>A representative sample of 125 from the total figure of 10,000 with a 95% confidence level and 5% margin of error.

<sup>4</sup>2016 Annual Population Estimates – [https://www.coventry.gov.uk/info/195/facts\\_about\\_coventry/2435/populationanddemographics/2](https://www.coventry.gov.uk/info/195/facts_about_coventry/2435/populationanddemographics/2)

<sup>5</sup>2011 Census - <https://www.coventryrghbvcg.nhs.uk/mf.ashx?ID=b4df9b3d-da84-4ee1-8f55-1d53ed898a2b>

<sup>6</sup>Sexual Orientation, UK: 2018 -

<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018>

<sup>7</sup>2011 Census - <https://www.coventry.gov.uk/info/195/factsaboutcoventry/2435/populationanddemographics/3>

<sup>8</sup>MSOA – Middle Super Output Area, a statistical way of breaking down a geography at a more granular level to provide further understanding of the needs and perceptions of the citizens within that area. MSOAs have an average population of 7500 residents or 4000 households. In Coventry there are 42 MSOAs which allow for a more granular understanding of the city as opposed to looking at data for the 18 wards.

# OUTCOME: CULTURAL LEADERSHIP AND PROGRAMMING REFLECTS AND REPRESENTS THE CITIZENS OF THE CITY



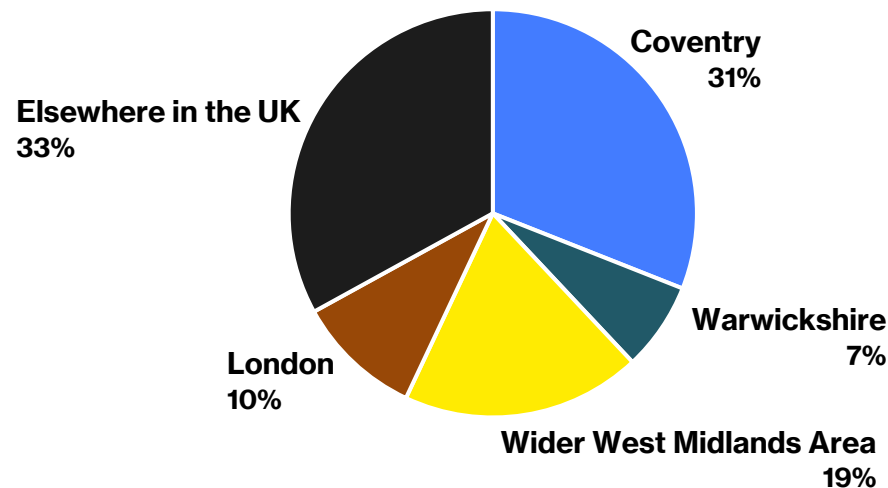
At the completion of this reporting period, the Trust had 54 employees, this is an increase of 11 from the end of Q1 and will increase further as the Trust moves into Q4. Human Resource statistics suggest the Trust has recruited a team which is broadly reflective of the citizens and communities in the city.

**At the conclusion of this reporting period the Trust has worked with 176 artists and 127 freelancers in delivering the build-up programme to date. 69% of the artists and 67% of the freelancers the Trust worked with were from Coventry (CV1 to CV6 postcode), with a further 7% of artists and 18% of freelancers being from the wider West Midlands area.**

Overall:

- 69% of the Trust's workforce identify as female
- 24% identify as having a disability or long-term health condition, remains higher than the average of working aged adults in Coventry who identify as having a disability or limiting health condition at 18%<sup>9</sup>.
- 70% of the Trust's staff are under 40 years of age, is comparable to the Coventry median age of 32 compared to the national median age of 40<sup>10</sup>.
- 28% of the team identify as LGBT and 12% preferred not to disclose their sexual orientation (UK Average – 5.4%<sup>11</sup>).
- Reflecting the cultural diversity of the city and region:
  - 57% identified as White British (Coventry - 66.6%<sup>12</sup>)
  - 4% identified as White Other, White Irish, or White Gypsy or Irish Traveller (Coventry - 7.2%)
  - 12% identified as Black, African, Caribbean, or Black British (Coventry - 5.6%)
  - 14% identified as Asian or Asian British (Coventry - 16.3%)
  - 11% identified as being from a Mixed or multiple ethnic group (Coventry - 2.6%)
  - 2% identified as being from any other ethnic group (Coventry - 1.7%)

At the conclusions of this reporting period, the majority of the team lived in or were born in Coventry, Warwickshire and the wider West Midlands area (57%) at the commencement of their employment, with a breakdown of:



<sup>9</sup>2011 Census - <https://www.coventryrugsbyccg.nhs.uk/mf.ashx?ID=b4df9b3d-da84-4ee1-8f55-1d53ed898a2b>

<sup>10</sup>2016 Annual Population Estimates - [https://www.coventry.gov.uk/info/195/facts\\_about\\_coventry/2435/populationanddemographics/2](https://www.coventry.gov.uk/info/195/facts_about_coventry/2435/populationanddemographics/2)

<sup>11</sup>Sexual Orientation, UK: 2018 - <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018>

<sup>12</sup>2011 Census - <https://www.coventry.gov.uk/info/195/factsaboutcoventry/2435/populationanddemographics/3>

# OUTCOME: COMMUNITY LED PRODUCTION AND PROGRAMMING INCREASES CULTURAL PARTICIPATION AND ACTIVISM



## Coventry Moves

*Coventry Moves* will be the signature event opening the UK CoC 21 year. During this reporting period work began on establishing a creative vision for the event with a number of meetings with Coventry's communities, artistic communities and cultural organisations in the city. Led by Co-Directors Justine Themen (Belgrade Theatre) and Nigel Jamieson, a Young Creatives Panel was convened with six young people from the city who engaged with workshops throughout the reporting period to contribute to the creative vision. More details on *Coventry Moves* will be reported in future progress reports as activity ramps up.

## 21 Streets of Culture

*21 Streets of Culture* is now the umbrella for the work of the Collaborative City team. Their aim is to develop legacy through building stronger relationships with community partners, artists and cultural organisations. In particular, the focus is on working with community assets including community centres, libraries, family hubs and other social gathering places for cultural activity which will provide every Ward with local access to cultural making and distribution. The delivery partner for *21 Streets of Culture* is [64 Million Artists](#) who are a national cultural organisation specialising in place-based 'co-creation' methods with extensive experience of working with Creative People and Places and other cultural projects with social outcomes.

- Between 1 April 2020 and 31 August 2020, the Collaborative City team delivered 428 hours of engagement work with community networks, groups, and individuals in the city.
- The team met with 57 different: networks (12), groups (26), and individuals (19) in the city.
- Engagement has taken place in all 18 wards of the city as well as in neighbouring Warwickshire.
- There has been online engagement from 3,500 people in response to online content.

Across all 21 Streets events, workshops, and meetings (sample of 55):

- 84% of those surveyed rated the events as very good.
- 73% stated that their perceptions of Coventry had improved.
- 78% either agreed or strongly agreed that the events had increased their pride in Coventry.

Out of those who have engaged with 21 Streets of Culture to date (sample of 55):

- 67% identified as female, 27% as male and 6% as non-binary.
- 38% identified as having a disability or long-term health condition (Coventry Average – 18%<sup>13</sup>).
- 44% were aged between 35 and 49, 33% were aged between 50 and 64 (Coventry Median Age – 32<sup>14</sup>).
- 15% identified as being LGBT (UK Average – 5.4%<sup>15</sup>).
- Concerning ethnicity:
  - 48% White British (Coventry – 66.6%<sup>16</sup>)
  - 19% White Other, White Irish, or White Gypsy or Irish Traveller (Coventry – 7.2%)
  - 6% Black, African, Caribbean, or Black British (Coventry – 5.6%)
  - 19% Asian or Asian British (Coventry – 16.3%)
  - 2% from a Mixed or multiple ethnic group (Coventry – 2.6%)
  - 4% being from any other ethnic group (Coventry – 1.7%)
  - 2% Prefer not to say.

<sup>13</sup>2011 Census - <https://www.coventryrugbyccg.nhs.uk/mf.ashx?ID=b4df9b3d-da84-4ee1-8f55-1d53ed898a2b>

<sup>14</sup>2016 Annual Population Estimates – [https://www.coventry.gov.uk/info/195/facts\\_about\\_coventry/2435/populationanddemographics/2](https://www.coventry.gov.uk/info/195/facts_about_coventry/2435/populationanddemographics/2)

<sup>15</sup>Sexual Orientation, UK: 2018 -

<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018>

<sup>16</sup>2011 Census - <https://www.coventry.gov.uk/info/195/factsaboutcoventry/2435/populationanddemographics/3>

# OUTCOME: COMMUNITY LED PRODUCTION AND PROGRAMMING INCREASES CULTURAL PARTICIPATION AND ACTIVISM



Groups and activities engaged with and or under development under *21 Streets of Culture* have included:

## **Community Centre Consortium:**

This newly formed group representing the spread of Community Centres across the city is collaborating with Black County Touring to develop touring performances in four of the centres.

## **Community Radio Stations:**

Negotiations with the BBC to support community broadcasting targeted at local communities and to develop experience and expertise.

## **Libraries:**

The Trust is supporting local libraries to develop cultural projects with the local communities they serve which include photography, heritage and green space activity.

## **Community Connectors:**

The Trust has recruited eight community connectors across the city to support *21 Streets of Culture* activity and develop skills and knowledge to develop their own projects and activities. The connectors are supported by a £2k stipend and mentoring from *64 Million Artists*.

## **Family Hubs:**

The Trust has increased engagement with the city's Family Hubs during this period. There are eight Family Hubs in Coventry where children, young people and their families can go when in need of help, support and advice. They offer a wide range of services including health, youth work, baby wellbeing and financial advice. The hubs serve some of the most disadvantaged areas and residents in the City. They are potentially important places for the Trust to engage with target populations and neighbourhoods.

## **Spon End Festival:**

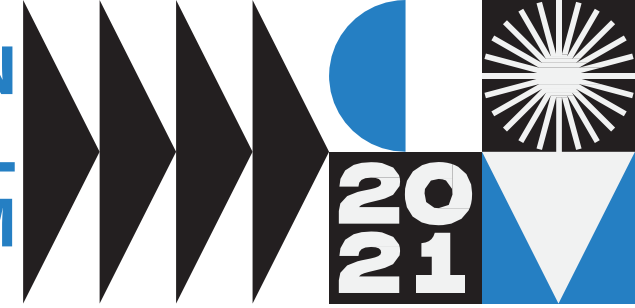
Research and development with Spon End Cultural Partnership has been rescheduled due to COVID-19; the team are currently scoping digital delivery options for public drop-in sessions. Digital deprivation is a factor in this community, so virtual-only sessions are unlikely to reach as far into the community as the Trust would hope. An emerging gap identified is how to engage with young people, who sometimes feel excluded from community spaces. The team has spoken to Coventry youth provider Empower U about developing an aspect of the programme with young people.

## **Co-creation Approach**

A key element of the *21 Streets of Culture* project is the process of 'co-creation', which refers to the levels of decision making that are community led and the engagement of residents in the planning and delivery of cultural events in their community or identity group. In the absence of any agreed definition of what constitutes 'co-creation' and its defining practices, there have been discussions in the Trust about defining which events are 'co-created' from the outset to project completion as opposed to projects where there is a combination of 'co-creation' approaches with more traditional production practices. The M&E will evaluate the development of the cultural practices associated with the Coventry 'model' of 'co-creation' as these discussions continue through to UK CoC 21.

In order to clarify and define a local definition of 'co-creation' *64 Million Artists* convened a number of internal reflection and learning sessions in September 2020; these sessions included a full session for the Collaborative City team as well as individual sessions with each producer. From these sessions *64 Million Artists* are now working with each producer to develop the most appropriate methodologies and approaches of co-creation and to confirm alignment of activities and outputs with the target outcomes in the ToC.

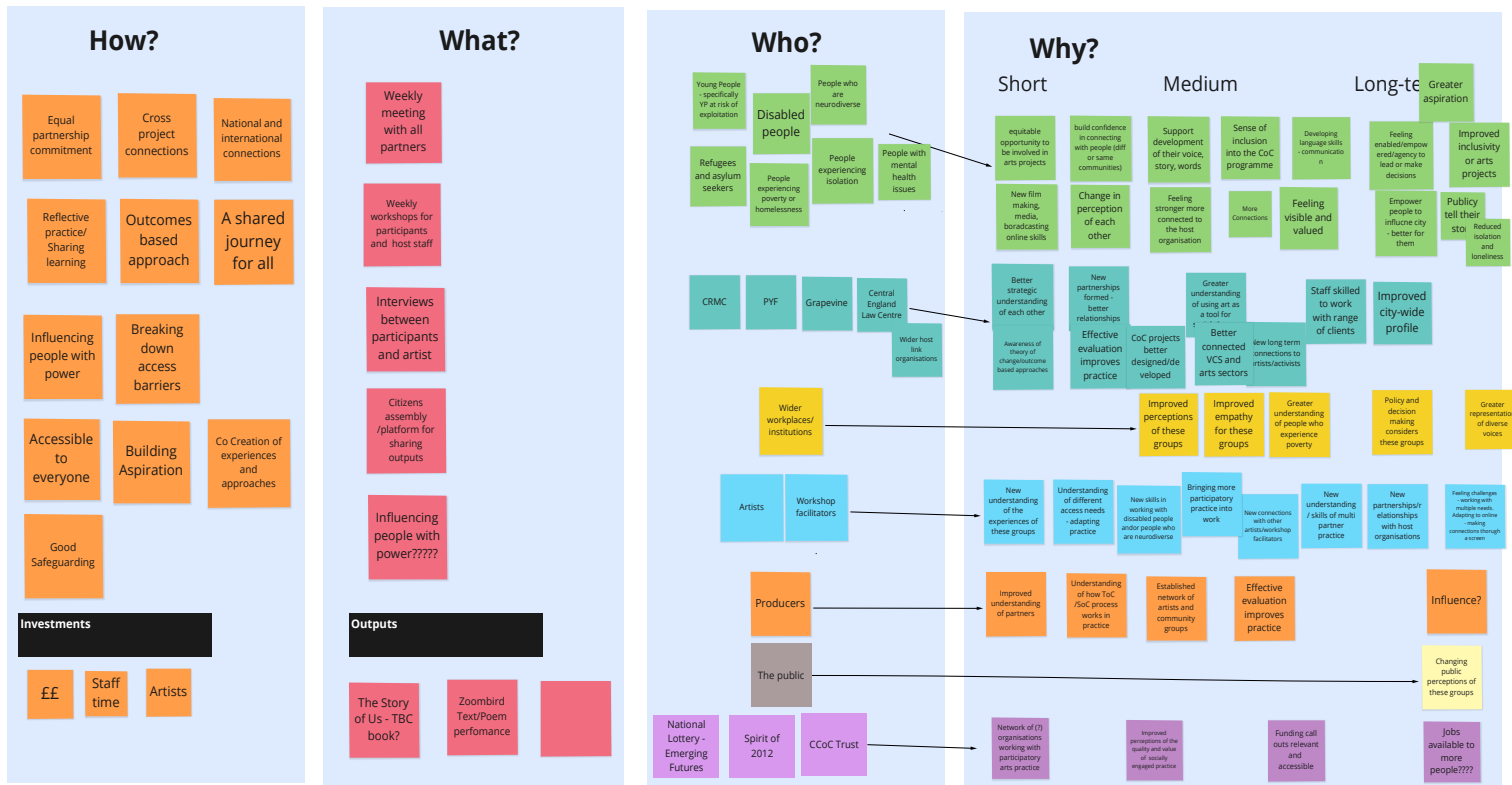
# OUTCOME: COMMUNITY LED PRODUCTION AND PROGRAMMING INCREASES CULTURAL PARTICIPATION AND ACTIVISM



The Trust is also working with MB Associates who are delivering the external social value assessment (SVA) for UK CoC 21 to develop bespoke 'stories of change' that reflect the needs and aspirations of individual projects and will guide the measurement of the social value of each project which has been selected for the SVA .

The example below is from the story of change workshop for Reform the Norm, a project being led by the Caring City team which brings together their host organisations and their clients to give voice to those who have lived experience of homelessness, exploitation and mental health issues amongst others.

Example of story of change workshop for Reform the Norm! (Caring City team):



# OUTCOME: COMMUNITY LED PRODUCTION AND PROGRAMMING INCREASES CULTURAL PARTICIPATION AND ACTIVISM



The PM&E Strategy is supported by additional research projects which include an independent study of Family Hubs in Coventry conducted by researchers from University of Warwick and Coventry University. Some initial findings from a sample of data from nine interviews with Family Hub service providers are presented below. Alongside these four observation sessions were undertaken of UK CoC 21 activities and meetings between Family Hub service providers and the cultural producers. This study provides additional data on the response of Family Hubs users and professionals. Initial findings suggest that:

- In most of the interviews, the interviewees noted that there had not been much contact with the UK CoC 21 team. They had all attended the city-wide briefing event, but relationship building with the local producers had not taken place. There were concerns raised around the transparency of the City of Culture programme, what the programme would entail, when it would take place, and where the design process was at the moment.
- The Trust continuing to plan the events and the programme during the pandemic was seen as commendable by service providers in the Family Hubs, who were keen to engage, if with some on-going concerns:

*I think that is another area for us, it worries me. I don't know what City of Culture are offering around that aspect in relation to health and wellbeing. [Family Hub Interview, 3]*

*So unless I've missed anything, I'm really not sure in terms of City of Culture, what their program looks like and how it fits into the...I know as a city, I understand there's lots of different programs and projects, but locally I think it would be really good to have some time to look at what that looks like. [Family Hub, Interview, 5]*

- Service providers at the Family Hubs stated that the communities in their hub areas have come together for creative events and that work done by the community members during the pandemic should be linked into the UK CoC 21 programme.

*And the groups and the people that have been supporting, volunteering in the community for the last three months, are absolutely amazing and out of this world, and are kind of like they're the unsung heroes I would say because, you know, there's a group of people that have come together and delivering a food bank every single day at the hub grub centre because it needed to be done. And this is where the City of Culture could get with these people to say, 'Look, how can we move things forward?' How can, you know, what will happen from here? Because I do worry that all of these volunteers soon will go back to what they were doing before or whatever, and the amazing work that they've done is a memory, isn't it? You know, like...whereas, actually, something could be shown of that somewhere. [Family Hub, Interview 4]*

- When asked how the pandemic changed their perception of UK CoC 21, interviewees stated that the cultural programme would be a great boost for the community in the recovery phase and a way for people to celebrate the recovery from the pandemic.
- Despite the general positivity around the programme, there is also concern about the in-person events being organised by City of Culture and whether they will be safe to attend from a public health perspective.

*I'm just really, really worried for the health project, if I can call it that. Probably not as worried now as I was at the beginning of the lockdown. Although maybe as we see impact on the wider arts, I actually should be more worried now. So yeah, I mean I guess personally I think it's going to be really, really challenging to deliver. I mean previously I thought it was really fast, I still do think it's really exciting. But I think the kind of things that I thought I'd see for City of Culture, I think some of those would be probably seriously threatened... my colleagues, you know, the people working here just don't know what is and is not going to be allowed in terms of, you know, particularly around social distancing and larger gatherings. So, what's allowed. And then of course parallel to that is what will people feel comfortable doing? Will they stay away in their homes? It must be just so, so difficult. I guess on brighter days, I'm thinking wow, this could be such brilliant bouncing back of the city, this could be really exciting that we can, you know...it's all over, thank you. What a lovely way to get back to normal life and celebrate. [Family Hub, Interview 2]*

# OUTCOME: COMMUNITY LED PRODUCTION AND PROGRAMMING INCREASES CULTURAL PARTICIPATION AND ACTIVISM



## Culture Conversations

*Culture Conversations* are provided for all interested residents to focus on various themes related to the City of Culture programme and allow for the sharing of ideas, networking and the opportunity to shape ideas in the programme. *Culture Conversations* is now an established form of engagement for the Trust and there were three monthly sessions in this reporting period.

The sessions were attended by a total of 88 people (25, 27 and 36 people at each session respectively). The sessions were held over Zoom as the Trust is still working digitally due to the ongoing pandemic. During the previous reporting period, the average number of attendees per session was 25 people, in this reporting period there has been a slight increase to 29 people.

In addition to the average number of participants increasing, the geographic dispersal of participants is also getting wider as a result of moving the sessions online. When *Culture Conversations* started in late 2019, the participants were almost exclusively from Coventry but now participants are international including countries such as Italy, Belgium and Canada.

The session on music was called *Two Tones into One Voice: Coventry's Music and Activism* and focussed on Coventry's music scene and the role it continues to play in shaping the city's spirit of social action and activism. *Freedom* examined if we had the freedom to create street art anywhere, where would it be wanted? What would it look like? What stories it could tell? And who could be part of the decision making? Finally, *Peace* looked at what type of artforms speak to people about peace and what peace means to different communities in the city.

For the three sessions held in this period, out of those surveyed (19 responses):

- 95% rated the quality of the sessions as very good or good
- 53% strongly agreed that they had a good time
- 79% stated that the sessions had improved their perception of Coventry
- 85% strongly agreed or agreed that the event increased their pride in Coventry as an area
- 84% identified as female and 16% identified as male
- 21% identified as having a disability or long-term health condition, 5% preferred not to say
- 48% were aged 50 to 64, 21% were aged 35 to 49, 21% were aged 20 to 34, 5% were aged 19 years and under and 5% were aged over the age of 65
- Concerning ethnicity:
  - 26% identified as White British (Coventry – 66.6%<sup>17</sup>)
  - 43% as White Other, White Irish, or White Gypsy or Irish Traveller (Coventry – 7.2%)
  - 0% Black, African, Caribbean, or Black British (Coventry – 5.6%)
  - 10% as Asian or Asian British (Coventry – 16.3%)
  - 5% from a Mixed or multiple ethnic group (Coventry – 2.6%)
  - 11% being from any other ethnic group (Coventry – 1.7%)
  - 5% preferred not to say

*I think that the Cultural Conversations... are an opportunity to hear what others are doing across the city and make connections professionally, but more than that, the way they are presented, organised and facilitated gives space for soul searching and sharing of one's self that allows for deeper, richer interactions and the calls to action at the end help us to make sure that this important work does not just stay in the room, but is actioned to help our city grow and prosper and become all that it can be. This one, dedicated to peace, was so important, as peace is something that we need to strive for daily and the more we can work together the more we can have a peaceful city, both for adults and our young people, the future, who often are not able to be represented in the room.*

**Participant, Culture Conversations: Peace, September 2020.**

<sup>17</sup>2011 Census - <https://www.coventry.gov.uk/info/195/factsaboutcoventry/2435/populationanddemographics/3>



# OUTCOME: THERE IS INCREASED UNDERSTANDING, ACCESSIBILITY AND PROVISION OF CAREER ROUTES INTO THE CULTURAL AND CREATIVE SECTOR



## City of Culture Leadership Programme

As reported in PR2 applicants to the Leadership Programme were awarded £500, to contribute to an idea or project that they were working on, or to build resilience during the pandemic. At the end of the previous quarter £43,000 had been issued in 86 x £500 grants, these figures have now increased to £46,000 through 92 x £500 grants. A detailed evaluation of progress and outcomes from these grants will be provided in PR4. This programme is independently evaluated by Coventry University.

One recipient used her grant to support learning and digital development to grow the [People Like Us Festival](#). She planned to invest in digital equipment to undertake activity and for the equipment to be available to members of the community moving forward.

The *People Like Us Festival* was an on-line creative health festival:

- 370 participants took part in the workshops online (10 events were sold out);
- 13,914 organic reaches;
- 15 local artists employed;
- 7 community groups paid to deliver workshops;
- 3 international artists and 2 national artists featured;
- 2 local young interns worked on the festival.

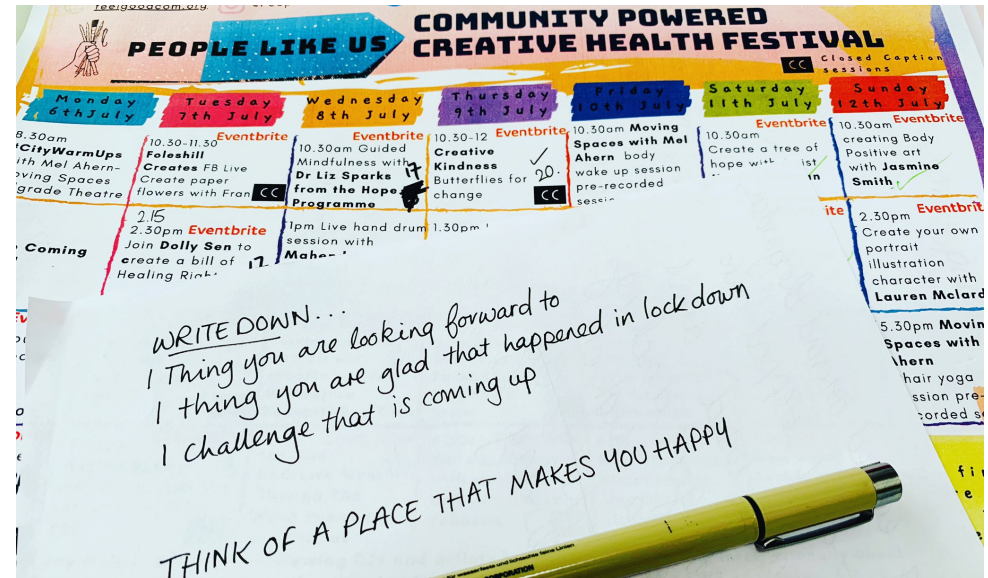
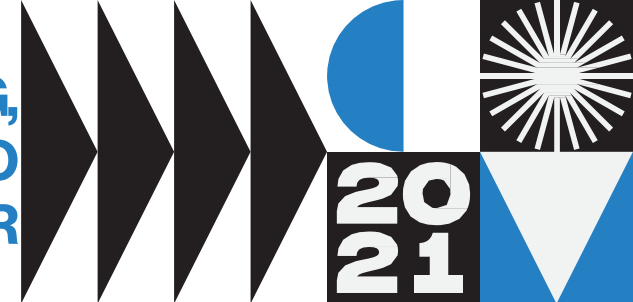


Photo of People Like Us Festival by Melissa Smith

# OUTCOME: THERE IS INCREASED UNDERSTANDING, ACCESSIBILITY AND PROVISION OF CAREER ROUTES INTO THE CULTURAL AND CREATIVE SECTOR



## City of Culture Apprenticeship Programme

In September 2020, the Trust launched their search for 15 apprentices split across the organisation. including event production, marketing and communications, ticketing, fundraising, evaluation, and finance. Working with the local training provider North Warwickshire and South Leicestershire College, each apprentice will receive on the job training within their host departments as well as the training for a Level 3 qualification. The apprentices will be with the Trust for 18 months and will be working 30 hours a week earning a national living wage salary.

In total 189 applications were received for the 15 roles. There were applicants from all 18 wards of the city as well as into neighbouring Warwickshire.

Of the 189 applications (based on 105 completed Equality and Diversity Monitoring Forms):

- 57% identified as female and 43% as male
- 9% identified as having a disability or long-term health condition, 4% preferred not to say
- 56% of applicants were aged 20 to 34, 34% were aged 19 and under and 10% were aged 35 to 49
- 23% of applicants identified as LGBT with 7% of applicants preferring not to say
- Concerning ethnicity and cultural identity:
  - 56% of applicants identified as White British (Coventry – 66.6%<sup>18</sup>)
  - 11% of applicants identified as White Other, White Irish, or White Gypsy or Irish Traveller (Coventry – 7.2%)
  - 8% of applicants identified as Black, African, Caribbean, or Black British (Coventry – 5.6%)
  - 16% of applicants identified as Asian or Asian British (Coventry – 16.3%)
  - 8% of applicants identified as being from a Mixed or multiple ethnic group (Coventry – 2.6%)
  - 1% of applicants identified as being from any other ethnic group (Coventry – 1.7%)

As recruitment was ongoing in this reporting period, PR4 will detail the make-up of the applicant cohort and the beginnings of activity.

*I wanted to join the Trust so I could make a social change in society so that no individual faces inequalities or injustices while getting the chance to develop myself to become the best version of myself.*

**Umar Sujad, Creative Apprentice Producer (Caring City)**

*I really wanted to get involved in this massive celebration of the city. Coventry is ever changing and developing and the City of Culture will give the city an opportunity to be showcased to the rest of the world.*

**Hollie Edwards, Communications Apprentice**

*Many people don't know about the huge range of roles available on a project like City of Culture, so this is a great chance for people starting their careers, or considering a career change, to play a key role in the Trust's activities for the next few years, regardless of their experience.*

**Navjot Johal, Training Manager**

<sup>18</sup>2011 Census - <https://www.coventry.gov.uk/info/195/factsaboutcoventry/2435/populationanddemographics/3>

# OUTCOME: COLLABORATIVE NATIONAL AND INTERNATIONAL CULTURAL PROGRAMMING INCREASES COVENTRY AND THE REGION'S GLOBAL PRESENCE



During this reporting period, the Trust launched a new brand for UK CoC 21. Developed in conjunction with Uncommon Creative Studio, the brand was advertised across billboards and lamp-post banners in the city across 55 sites. Permanent and re-usable assets featuring new branding include two ring-road hoardings and flags operated by Coventry City Council in Broadgate and Millennium Place.

The Trust also launched a new website, developed by by Coventry based Exasoft Group. This new dynamic website offers rich media integration, accessible features and will include the full events programme and The Ticket Factory's ticketing platform ahead of May 2021.

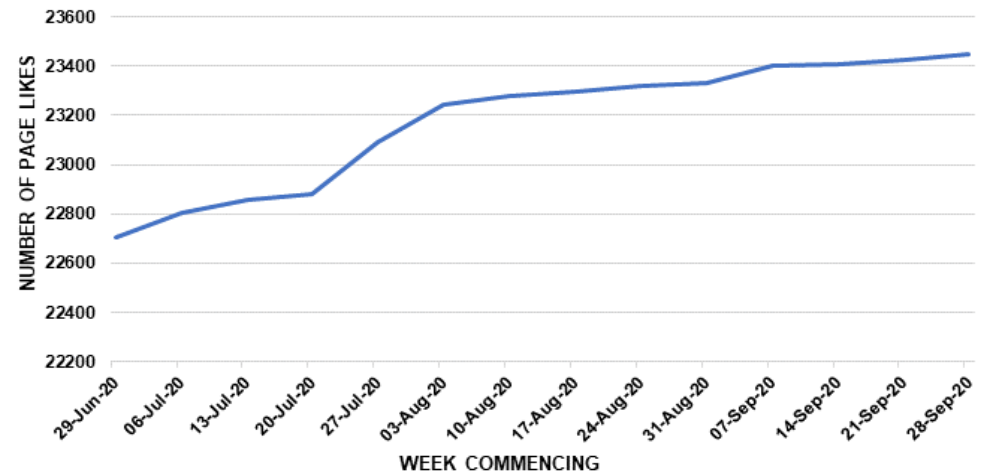
The Trust's [Coventry Moves](#) film developed for the new brand launch has had over 146k views and 490 shares through paid and organic promotion.



[Coventry 2021 Manifesto Film](#)

- The new brand was developed utilising the 45 hours of face-to-face consultation with 3,500 people from across the city and region which took place during the bidding period as well as subsequent consultation.
- In the first 24 hours the website received 7,566 page views.
- In the week of the brand launch there was a 2.5% increase in newsletter sign ups opposed to an average monthly increase of 1% in the preceding 6 months.
- Noticeable uplift in the number of individuals liking the Coventry 2021 Facebook page.
- Within the first 24 hours there were 322 posts on Twitter and Instagram from 222 unique users, of which:
  - 58% were male and 42% were female;
  - Just over half (52%) came from the West Midlands;
  - 22% of posts clicked through to the 2021 website;
  - Combined reach of 1,332,288 people.

## COVENTRY 2021 FACEBOOK PAGE LIKES



# OUTCOME: COLLABORATIVE NATIONAL AND INTERNATIONAL CULTURAL PROGRAMMING INCREASES COVENTRY AND THE REGION'S GLOBAL PRESENCE



**Patricia Ashman** @AshmanPatricia

The excitement is really building for Coventry City of Culture 2021, check out the new website below for all things Coventry and Culture. What a time to be living, working and studying in our great city @covcampus @covunieec @CovUniTT #CoventryMoves #CovProud

**Coventry UK City of Culture 2021** @Coventry2021

Our new website is packed full of news & blogs about our plans for May 2021. @chenineb, Creative Director, writes about what we're hoping to achieve.

bit.ly/3f78iAJ

#CoventryMoves

9:28 AM · Jul 29, 2020

4 See Patricia Ashman's other Tweets

**Kate Keene** @POCakeMarketing

This is the city where movement began... Love the @Coventry2021 film which celebrates everything that makes Cov special. Watch it on their socials. #CoventryMoves

COVENTRY UK CITY OF CULTURE 2021 BE PART OF THE STORY FOLLOW @COVENTRY2021

2:42 PM · Jul 27, 2020 from Coventry, England

12 See Kate Keene's other Tweets

**UHCW NHS Trust** @nhsuhcw

Coventry is the city where movement began, and UHCW plays a vital role in continuing this legacy. We are proud and excited to be part of the City of Culture 2021 journey. #CoventryMoves

**Coventry UK City of Culture 2021** @Coventry2021

Coventry is the city where movement began, and we've continued to move people for centuries. Watch our new film here. #CoventryMoves

11:25 AM · Jul 27, 2020

18 See UHCW NHS Trust's other Tweets

**Trish Willetts** @trishwilletts

The @CovCityCentre BID team are so proud to be part of the Delivery Team with our friends at @Coventry2021 - brilliant new launch this morning - we LOVE the new branding and this video is spine tingling! Let the Show Begin #CoventryMoves

**Coventry UK City of Culture 2021** @Coventry2021

Coventry is the city where movement began, and we've continued to move people for centuries. Watch our new film here. #CoventryMoves

9:22 AM · Jul 27, 2020

32 See Trish Willetts's other Tweets

**Ruth** @RuthFHollis

"Turning flames into hope, and ruin into beauty" - I'm late to the party, but this is really excellent stuff from @Coventry2021 - excited to see more #CoventryMoves for 2021

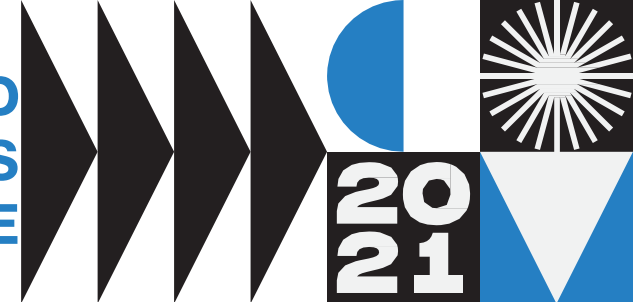
**Coventry UK City of Culture 2021** @Coventry2021

Coventry is the city where movement began, and we've continued to move people for centuries. Watch our new film here. #CoventryMoves

7:20 PM · Jul 29, 2020

4 See Ruth's other Tweets

# OUTCOME: COLLABORATIVE NATIONAL AND INTERNATIONAL CULTURAL PROGRAMMING INCREASES COVENTRY AND THE REGION'S GLOBAL PRESENCE



## Front Room Sessions: The Coventry Visual Album

In response to the loss of income to the local cultural sector due to the COVID-19 pandemic, the Dynamic City team led on the creation of [Front Room Sessions: The Coventry Visual Album](#) to support local visual artists and musicians.

A total of 32 local artists (16 musicians and 16 visual artists) were recruited during this period and worked in pairs. The final output was the production of 16 original tracks which incorporated the writing, performance, recording and production of the tracks as well as accompanying music videos. Support was provided from a professional music recording studio.

The entirety of the project was delivered digitally, with the Trust providing artists with the necessary equipment to ensure the most affected were not excluded.

The final product, '*Front Room Sessions*' was released digitally in July 2020 and can be streamed on most major platforms, including Spotify, Apple Music, and Google Music.

A digital version of the album was made available to purchase from Amazon, iTunes and Google Play.

A '[Making Of](#)' video, available on City of Culture 2021 YouTube channel has also been produced.

Front Room Sessions was commissioned and supported by Coventry UK City of Culture 2021. With thanks to partners at Warwick Arts Centre, The Tin Music & Arts, Coventry Caribbean Centre, The Empire, Coventry City Council, BBC Coventry & Warwickshire, Coventry Music, Sam McNulty and Hardish Virk.

Out of the surveyed artists (sample size of 32 out of 32 artists):

- All of the involved artists were based under a Coventry Postcode
- 64% of the artists stated that working digitally impacted their usual practice
- 53% of artists involved identify as Male, with 47% identifying as Female
- 64% of artists involved were aged 20 to 34, 23% were aged 35 to 49, 10% were aged 50 to 64, with 3% aged 0 to 19.
- 16% identified as having a disability or life-long health condition (Coventry average - 18%<sup>19</sup>)
- Concerning ethnicity:
  - 61% identified as White British (Coventry – 66.6%<sup>20</sup>)
  - 9% identified as White Other, White Irish, or White Gypsy or Irish Traveller (Coventry – 7.2%)
  - 3% identified as Black, African, Caribbean, or Black British (Coventry – 5.6%)
  - 6% identified as Asian or Asian British (Coventry – 16.3%)
  - 15% identified as being from a Mixed or multiple ethnic group (Coventry – 2.6%)
  - 3% identified as being from any other ethnic group (Coventry – 1.7%)
  - 3% preferred not to say

<sup>19</sup>2011 Census - <https://www.coventryrugbyccg.nhs.uk/mf.ashx?ID=b4df9b3d-da84-4ee1-8f55-1d53ed898a2b>

<sup>20</sup>2011 Census - <https://www.coventry.gov.uk/info/195/factsaboutcoventry/2435/populationanddemographics/3>

# OUTCOME: COLLABORATIVE NATIONAL AND INTERNATIONAL CULTURAL PROGRAMMING INCREASES COVENTRY AND THE REGION'S GLOBAL PRESENCE



Based on the feedback provided from the 32 artists (all of whom were surveyed), several common themes have been identified. Based on that data, participants:

- Wanted to be a part of the project to contribute to the City of Culture/cultural landscape in Coventry, collaborate with other artists and to undertake paid work during the lockdown.
- Wanted to create something new, enjoy the experience, gain skills, connections, add to the portfolio and give something creative to Coventry/represent the city.
- Some hoped to identify new ways of working within the digital space, whilst others were unaffected by the move to the digital sphere.
- Had a positive experience, and found the project met their expectations as a new piece of work has been created, they could collaborate with local talent, and the remote working element is a transferrable skill
- Found the lack of access to physical spaces to be challenging



# OUTCOME: COVENTRY'S MODEL OF CULTURE-LED PLACEMAKING INFLUENCES REGIONAL AND NATIONAL POLICY MAKING



The Trust has established an innovative partnership with the West Midlands Police (WMP) who are now substantially engaged in the Trust's work and processes. WMP will also be responsible for policing the Commonwealth Games in 2022 and UK CoC 21 provides the opportunity to develop the WMPs experience and expertise in policing cultural and sporting mega-events.

*From a policing point of view, West Midlands Police are involved in City of Culture for a number of reasons, but all link back to making Coventry a safer city for those who live, work and visit. City of Culture presents a unique opportunity for Coventry and West Midlands Police are committed to making the most of it. We want to immerse ourselves in all aspects of this event, along with partners and communities across the city, and in doing so help create a genuine step change for Coventry.*

**Chief Inspector Helen Kirkham WMP**

The objectives for the WMP include:

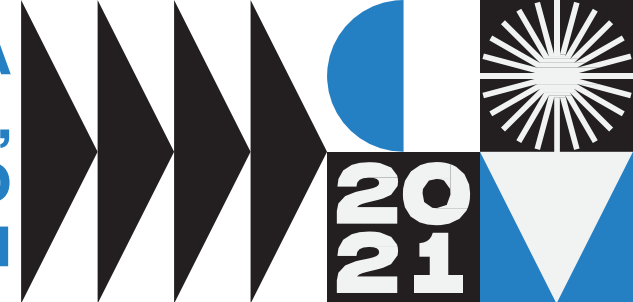
1. We will work with and advise the City of Culture Trust and security partners, to protect the people attending City of Culture. We will put measures in place to mitigate and/or disrupt terrorist activity, crime, public disorder and antisocial behaviour on the run up to, and during, 2021 to ensure Coventry is a safe place to visit. We will provide a proportionate and effective police/security response.
2. We will ensure that events planning processes and associated partnerships relationships are strong and robust, that they consider and mitigate risks, have been sufficiently tested prior to 2021 and that the legacy benefit is that the process is streamlined, efficient and more effective in future.

3. We will engage with communities via City of Culture planning in 2020 and during events in 2021 in a variety of new and exciting ways, to build stronger relationships with the intention of inspiring a new trust and confidence in West Midlands Police, with a particular focus on young people and communities we have up until now been less successful in reaching.
4. We will utilise City of Culture as a vehicle to engage with communities about a career with West Midlands Police and work hard to attract applicants from all sections of our communities.
5. We will work with City of Culture Trust to explore creative ways to assist address some of the key community safety priorities facing Coventry, in particular violence involving young people, and see where arts and culture can assist drive change via joint problem solving.
6. We will work with City of Culture Trust to analyse and evaluate the impact of City of Culture on public safety and the legacy impact that is achieved via police involvement.



Photo by West Midlands Police

# OUTCOME: CULTURAL SECTOR ACTIVITY MAKES A SIGNIFICANT CONTRIBUTION TO THE ECONOMIC, SOCIAL, HEALTH AND WELLBEING TARGETS FOR THE CITY AND THE REGION



## **Nudgeathon**

As part of *People Like Us*, a Coventry based creative health festival, the Caring City Team and Collaborative City Team worked with behavioural scientists from Warwick Business School and health professionals to deliver a *Nudgeathon* workshop to look at how to promote social prescribing to health professionals and encourage them to direct people towards arts and culture activities to improve health and wellbeing. Due to COVID-19, the session was delivered digitally and brought together doctors, community health providers, academics, artists as well as members of the public with lived experience of mental illness or long-term health conditions.

A total of 27 participants took part in the group discussions focused on exploring 'behaviours' that might be drivers and obstacles to social prescribing and how best to 'nudge' towards positive outcomes.

Of those surveyed (sample of 12):

- 83% were resident in Coventry from the CV1-CV6 postcode
- 17% were residents from Warwickshire
- 100% identified as female
- 33% identified as having a disability or life-long health condition (Coventry average - 18%)
- 83% were aged 35 to 49 and 17% were aged 20 to 34
- 80% rated the quality of the event as very good, with further 20% rating it as good.
- 17% strongly agreed that they had a good time, while a further 33% agreed that they had a good time
- 50% agreed the event improved their perception of Coventry.
- 50% agreed the event increased their pride in Coventry.
- 67% agreed they are very likely to use arts activities for social prescribing in their practice going forward, with further 17% being somewhat likely to do so.
- 33% strongly agreed this event changed their thinking around social prescribing, with further 16% agreeing that the event had changed their thinking around social prescribing.



PR2 identified a set of learning insights related to Q2, in response the Trust has taken these actions during the Q3 reporting period:

## **Black Lives Matters/Identity**

- Undertook Unconscious Bias and Allyship training for employees and Trustees.
- Established sub-groups of the Equality and Diversity Working Group to look at language, policy, accountability and education. The groups are made up from a cross-section of Trust employees with input from Trustees.

## **Digital Divide**

- The Trust began exploring opportunities for funding for laptops and technology for schools and young people.
- As a result of conversations coming out of the 21 Streets Steering Committee during the reporting period and from the learning insights, a digital needs assessment will be undertaken to ensure that communities have access to the technology required for them to participate in the UK CoC 21 programme.

## **Wellbeing**

- Strengthening the importance of demonstrating the impact of cultural programming on the quality of life and wellbeing and the contribution that culture can make to non-cultural outcomes and priorities is becoming more understood through the M&E work. This is due especially to the social return on investment (SROI) work from MB Associates who have undertaken Story of Change workshops with artists, beneficiaries and Trust employees.



Lady Godiva Statue by Garry Jones Photography

# LEARNING INSIGHTS



The following learning insights have been identified during the process of reporting on Q3:

**Digital data systems:** The M&E has focussed on activities and planning in Q1-Q3. Attention must now turn to how data will be captured, monitored and evaluated in year. In particular there needs to be confidence that the stream of data between ticketing, CRM and digital surveys is robust and agile enough to provide live dashboards in year and the aggregation of responses for analysis and accurate evaluation.

**The importance of data in time:** There have been operational difficulties in obtaining data from the Trust, contracted artists, freelancers and partners in good time to meet reporting schedules. This impacts on the evaluators' capacity to accurately analyse and report on time.

**The demands of qualitative work:** The M&E is moving into a new phase focussing on capturing social value through detailed qualitative work including developing stories of change for projects and giving privilege to the voices of beneficiaries. This dimension of the work is integral to truly understanding social change and social value yet demanding in terms of time and resource. This phase raises issues about how best to capture 'stories' in ways that respect and accurately represent individual identities. And how to develop story-telling skills that reflect interviewees voice and experiences.

**Communications reach:** There is evidence that communications from the Trust are not always reaching some of the target populations and neighbourhoods in the city, particularly; areas and residents in the NW of the city; some of the areas served by the Family Hubs and young males. This remains a problem despite the Trust's increased activity in Family Hubs.

**Clarifying key terms:** There needs to be greater clarity around key concepts frequently used by the Trust including 'co-creation' and 'cultural democracy'. There is evidence of some confusion about the meanings of these terms and how to effectively operationalise with communities. There are expected problems in scaling up processes of co-creation more usually associated with smaller scale cultural interventions.

**Digital Divide:** The digital divide has become apparent due to the COVID-19 situation. In order to be fully representative of Coventry's communities it is important that face to face activity should recommence when safe to do so or for other methods of reaching individuals and communities should be explored, for example, telephone meetings.

**Recognising community projects:** A strong community need for the projects has been identified and consideration should be made for how the Trust is communicating these projects to the wider city and as part of the wider programme. For the communities involved, these projects are vitally important, and they wish for them to be communicated externally by the Trust in a way which portrays this importance.

# ANNEX 1: LOGIC MODEL



## INVESTMENTS

PUBLIC AND PRIVATE INVESTMENTS

INFRASTRUCTURE

TECHNOLOGY

KEY PARTNERS

COMMUNITY AND PUBLIC STAKEHOLDERS

STAFF

VOLUNTEERS

## ACTIVITIES

Developing arts and cultural initiatives that further key social and economic issues

Supporting young people and others to play an active role in governance and decision making

Developing strong working relationships with key partners and stakeholders

Developing initiatives targeted at specific protected groups

Working with communities and stakeholders to develop arts and culture events for UK CoC 2021

Employing professional artists to work with communities to co-create core elements of the programme

Developing initiatives that have influence beyond Coventry and UK CoC 2021

## OUTPUTS

Programmes, planning and production of events involving Coventry communities

Outreach activities in the community

Model of co-creation established

Participation by under-represented groups

Targeted representation of citizens of the city in cultural leadership and programming

Human resource capacity development in the cultural sector in Coventry

Distribution of 2021 events across Coventry

Increased investment in city projects as a result of UK CoC 2021 profile

Environmentally responsible programming

Combined arts and health initiatives developed in the city and region

Arts and cultural events involving physical activity and other health and wellbeing activities

International cultural exchanges and partnerships

Increased attraction as a destination choice

Coventry's CoC devolved and outcome led model shapes local, regional and national cultural policy making and funding

Needs based model for cultural delivery and planning

Evidence based decision making

Use of 5G & immersive technology in cultural initiatives

## OUTCOMES

Increase in civic pride

Community led production and programming increases cultural participation and activism

Cultural leadership and programming reflects and represents the citizens of the city

There is increased understanding, accessibility and provision of career routes into the cultural and creative sector

Cultural engagement is geographically dispersed across the city

Cultural sector activity makes a significant contribution to the economic, environmental, social, health and wellbeing targets for the city and the region

Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector

Investment in culture accelerates inward investment and economic growth in the region

Collaborative national and international cultural programming increases Coventry and the region's global presence

Coventry's innovative & diverse cultural life, increases local, national and international tourism to the region

Coventry's model of culture led placemaking influences regional and national policy making

Coventry is recognised as a pioneering model of culture-led inclusive growth

Increased data generation and capture leads to well-informed civic and cultural planning and decision making

Cultural programming is environmentally responsible and promotes environmental awareness

The city makes and develops creative cultural and civic uses of 5G and immersive technology

## IMPACTS

COVENTRY CITIZENS POSITIVELY INFLUENCE AND SHAPE THE CITY THEY WANT TO LIVE IN

COVENTRY'S CULTURE CONTRIBUTES TO THE SOCIAL AND ECONOMIC PROSPERITY OF THE CITY AND REGION

COVENTRY IS A GLOBAL AND CONNECTED CITY

COVENTRY IS RECOGNISED AS A FUTURE FACING PIONEERING CITY



## STORY OF CHANGE

