

# PERFORMANCE MEASUREMENT & EVALUATION INTERIM REPORT

**DEC 2017 – NOV 2022**

**PRODUCED – DECEMBER 2021  
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# ACRONYMS AND ABBREVIATIONS

## ACE

Arts Council England

## CCC

Coventry City Council

## CU

Coventry University

## CUSU

Coventry University Student's Union

## DCMS

Department for Digital, Culture, Media & Sport

## EnV

Events Training Volunteers - a Community Interest Company (C.I.C) managing and delivering a range of events, training and volunteer programmes.

## FTE

Full Time Equivalent – A measure of employment

## GVA

Gross Value Added

## HHS

Household Survey

## MSOAs

Medium Super Output Areas. There are 42 MSOAs in Coventry equivalent to neighbourhoods of 5-7k residents

## PM&E Strategy

Performance, Monitoring and Evaluation Strategy 2020-2024

## SoC

Story of Change

## ToC

Theory of Change

## UHCW

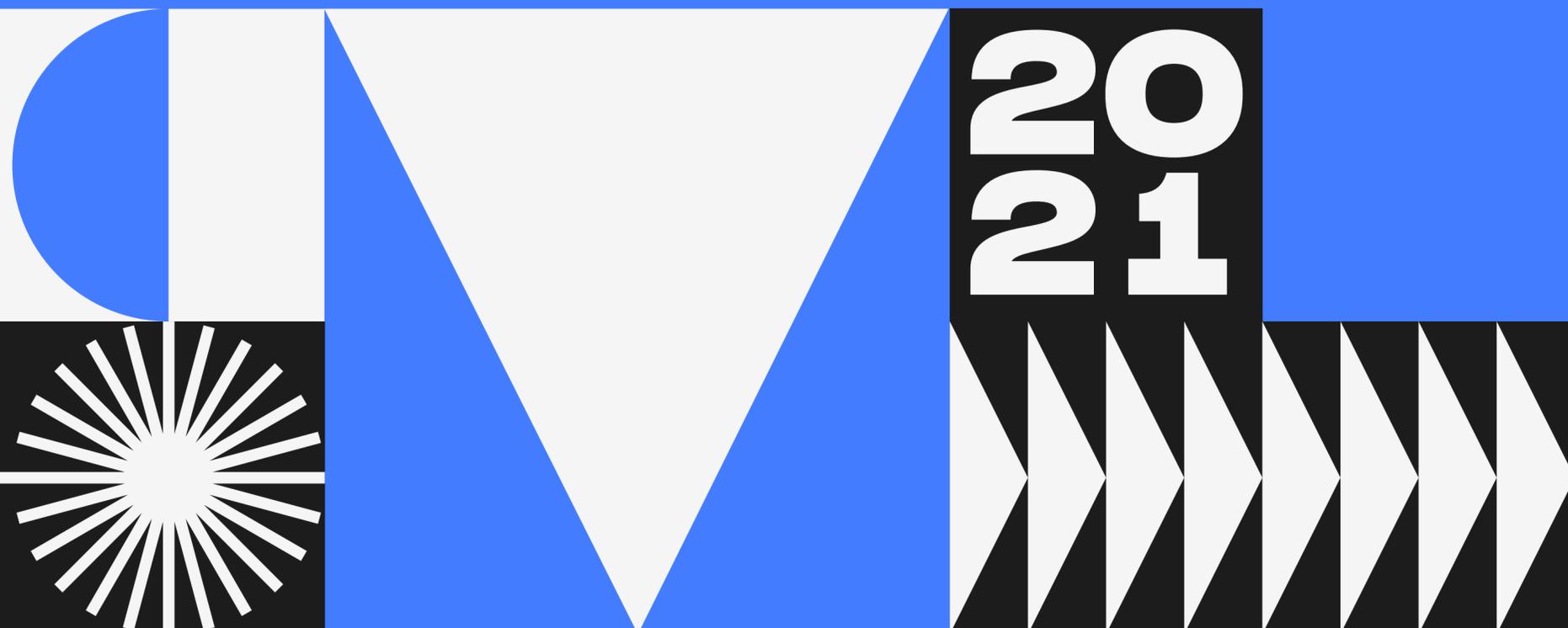
University Hospitals Coventry and Warwickshire

## UK CoC 2021

UK City of Culture 2021

## UoW

University of Warwick



This report has been prepared and written by the Core Monitoring and Evaluation Team led by the University of Warwick and Coventry University.

Methodological/Technical points are covered in the Appendix and should be referred to for further understanding of the numbers provided in this report.

The data presented here supersedes data presented in Progress Reports due to strengthening of methodologies and validation of data.

Data correct at time of publication.

# EXECUTIVE SUMMARY

Coventry City of Culture Trust, in partnership with the University of Warwick, Coventry University and supported by Coventry City Council made a clear commitment to the monitoring and evaluation of Coventry UK City of Culture 2021.

This was established during the bidding period prior to winning the title. The evaluation programme has evolved in the context of a broader UK policy and organisational environment that has seen a step-change in expectations around evaluation, impact reporting and learning.

In late 2019, the Trust and partners devised **a Theory of Change detailing four impact areas and fifteen measurable outcomes**. These outcomes were derived from the public consultations leading to Coventry's successful bid.



Credit: Dylan Parrin Photography

Since the Trust published the Performance Measurement & Evaluation Strategy (PM&E) in January 2020, the world in which we live has significantly changed; the effects of the global pandemic, the increasing awareness of racial injustice and key challenges over the safety of women and the environment have all driven and pushed towards cultural as well as social change.

However, the impacts outlined in the 2020 Strategy have remained relevant and constant. The Theory of Change created a blueprint for City of Culture to engender positive change for the citizens of Coventry and as the basis for partner organisations to produce targeted work to achieve that aim. From an evaluation perspective the Theory of Change that guided the initial planning and delivery is now a Story of Change – how and to what extent has Coventry UK City of Culture

2021 (UK CoC 2021) progressed towards its planned outcomes and impacts.

The role of the evaluators has been to evaluate the impact, legacy and learning of a very substantial scale and range of culturally inspired activities. However, ***the reality has been that the timing, scale, range, and nature of those activities has been constantly shifting and adapting as the Trust and its programming teams have responded to the immense challenges of the pandemic***

It is within this context that the year-long UK CoC 2021 has had to be both planned and delivered, with multiple stresses and challenges to both the planning and delivery of the 2021 programme. Whilst the Monitoring and Evaluation Programme has not included a process evaluation, with our focus placed deliberately on the strategic drivers of outcomes, impact and legacy, the evaluation recognises the

unique complexities of the context within which the year has had to operate.

These challenges included delaying the 2021 programme for six months whilst continuing to deliver online and economic support for the local cultural sector and deliver an unexpected and expansive programme of digital and broadcast events.

At the core of the PM&E Strategy has been ***the social ambition to understand not just the numbers of events, revenue and participants but to dig deeper to understand the patterns of who, where, when and how residents have differentially benefited and crucially why particular cultural interventions have impacted or not.***

The evaluation of this ambition is enabled by the comprehensive application of geocoding data to postcodes and subsequently neighbourhoods.





Credit: FiveSix Photography

This allows evaluators to see at a neighbourhood level what difference the City of Culture title and investment is having hyper locally across the city. This includes local perceptions of quality and sentiments towards the City of Culture programme and its impacts.

***The evaluation reports on the economic status of audiences and participants, by matching geocoded data to economic rather than cultural market segmentation tools.*** In order to understand the extent to which the City of Culture has been ‘inclusive’ in reaching people on low incomes.

The Trust has commissioned an independent Economic Impact Assessment which will run until 2024. The initial baseline report has highlighted that from the announcement of the award in December 2017 until January 2021, there was approximately £172.6 million of title related investment into the city, which in turn has led

to in excess of £500 million of regeneration activity.

With an explicit commitment to demonstrate both the economic impact and the social impact, the Trust has commissioned five Social Return on Investment studies from across the UK CoC 2021 programme.

Since the launch of Coventry’s year in the spotlight, ***the evaluators are beginning to see indications that City of Culture is having a positive impact on the lives of communities and citizens in the city.*** At this stage it is too early to comment on the extent and persistence of this impact.

Demographic and qualitative data to date, suggests that the emphasis on geo-distributed programming, hyper-local events and co-creation with residents is successfully driving participation and engagement in areas and populations with historically ‘low’ levels of cultural participation. It is also

benefiting residents who are financially challenged and with minority ethnic identities.

In the six-month period, between the launch of Coventry UK CoC 2021 on Saturday 15 May and Monday 15 November, there has been activity across every Ward and neighbourhood in Coventry.

This first six-month period of the UK CoC 2021 year, saw 141,000 tickets issued for events taking place in the first six months, with an estimated further 52,000 attending un-ticketed, free events.

***43% of the tickets issued to Coventry residents were to households on lower levels of income.***

Since April 2019 and up to 16 November 2021, the Trust has directly engaged 298 artists or groups of artists, 362 freelancers and 181 organisations in the delivery of the Coventry UK City of Culture 2021 programme activity.

As of 30 November 2021, for events which took place between May 2021 and November 2021 the aggregate sentiment (from all survey respondents) was:

- 92% of survey respondents strongly agreed or agreed that they had a good time
- 91% of survey respondents rated the quality of the events as very good or good
- 57% of survey respondents stated that their perception of Coventry had improved through attending or participating
- 76% of survey respondents strongly agreed or agreed that the event increased their pride in Coventry<sup>1</sup>

Also, within this first six-month period, around 260,000 people have engaged with City of Culture events online due to an increased focus on live streaming. More than 1,100 City Hosts have been fully trained

and deployed, delivering over 12,000 volunteering hours. In addition, the Trust has actively engaged with 83% of schools in the City.

In Part One of this report we identify evidence of progress towards outcomes and outputs. In Part Two we provide more detailed contextual commentary and key learning insights to date.

The exceptional circumstances in which the UK CoC 2021 has been delivered makes it impossible to compare data with previous Cities of Culture and other sports and cultural mega-events. The final evaluation will compare, where available, the impact of COVID-19 on the cultural sectors in a range of comparator cities during the period 2018-2023.



Credit: FiveSix Photography

<sup>1</sup> Technical Note 19

# INVESTMENTS

PUBLIC AND PRIVATE INVESTMENTS

INFRASTRUCTURE

TECHNOLOGY

KEY PARTNERS

COMMUNITY AND PUBLIC STAKEHOLDERS

STAFF

VOLUNTEERS

# ACTIVITIES

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

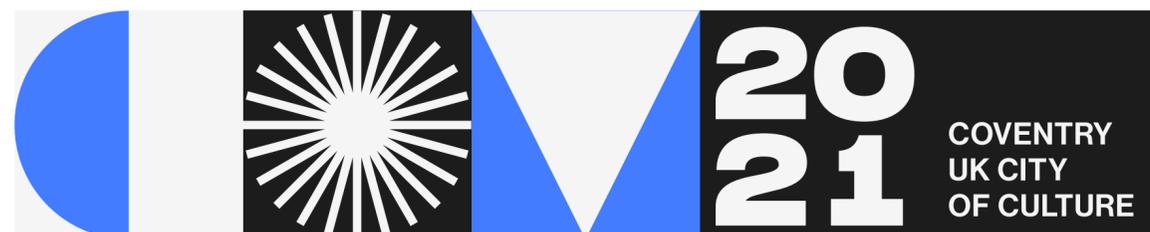
COVENTRY'S CULTURE CONTRIBUTES TO THE SOCIAL AND ECONOMIC PROSPERITY OF THE CITY AND REGION

COVENTRY IS A GLOBAL AND CONNECTED CITY

COVENTRY IS RECOGNISED AS A FUTURE FACING PIONEERING CITY

**VISION:** WE WILL REIMAGINE THE ROLE OF CULTURE IN A DIVERSE, MODERN BRITAIN, DEMONSTRATING THAT CULTURE IS A FORCE THAT CHANGES LIVES, MOVING COVENTRY AND THE REGION FORWARD

# STORY OF CHANGE



# HEADLINE STATISTICS

**1101**

City Hosts fully trained providing **12,000** volunteering hours since March 2021

**OVER 1500**

community dancers, musicians, poets and makers participated in the first six months of the programme

**OVER 1/3**

of the cultural programme co-created with local communities

**ALL 42**

Coventry neighbourhoods have activities taking place across them

**£172.6** MILLION

investment has been secured into the city as a result of Coventry being awarded the UK City of Culture

**43% OF TICKETS**

issued within Coventry to citizens who are financially stretched/ facing adversity

**OVER £5** MILLION

has been invested by the trust into the local arts sector through grants, sector support and programme development/delivery since 2019

**126** TIMES

Coventry has featured as a promoted destination

**£142,375.86**

invested into international projects and organisations

**45** YOUNG PEOPLE

from Coventry, Beirut, Detroit, Nairobi and Bogota engaged in the Youthful Cities programme

**£500** MILLION

city regeneration activity completed or underway linked to the investment generated by the City of Culture title

**161,555**

tickets issued for City of Culture events and since November 2020, an estimated attendance of 52,000 at unticketed events since May 2021

# PARTICIPATION AND ENGAGEMENT MEASURES

## Tickets Issued/Engagement

Since the launch of the Trust's ticketing platform in November 2020, 84,961 tickets were issued for City of Culture events and activities which took place up to 30 November 2021. In addition, 76,594 tickets were issued for the Assembly Festival Gardens through a separate box office system.

Therefore, as of 30 November 2021, 161,555 tickets have been issued for City of Culture events and activities since November 2020.<sup>2</sup>

Of the above, 141,000 tickets were issued for events which took place between May 2021 and November 2021, the first six months of Coventry UK CoC 2021.

Further to this, there has been an estimated attendance at unticketed events and activities of over 52,000 since the UK CoC 2021 year began in May 2021.<sup>3</sup>

Up to 30 November 2021, it is estimated that there have been more than 520,000 points of engagement with a City of Culture or City of Culture supported event since Coventry won the UK City of Culture title in December 2017. A point of engagement is counted as attendance at an event in person or digitally through online content and those streaming or watching content digitally.<sup>4</sup>

## ACORN Segmentation

As of 30 September 2021, of the tickets issued to Coventry postcodes, 43.3% of tickets

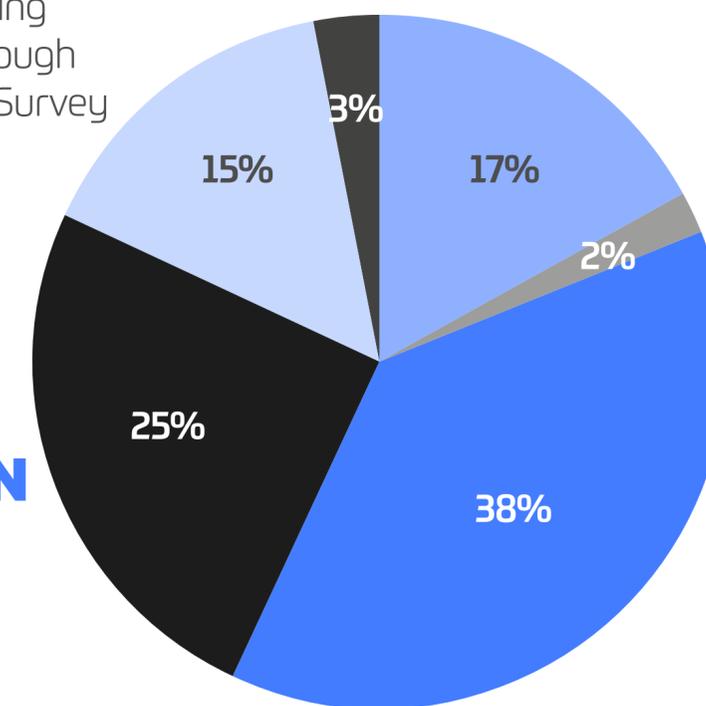
with a valid and complete Coventry postcode were issued to citizens who are financially stretched and facing adversity.

This is still under representative of the Coventry population by 15.4%, but significant as these are the citizens who historically have participated and benefitted least from publicly invested culture, and with a majority from minority ethnic identities.<sup>5</sup>

Baseline participation data shows that in 2018 participation in some areas of disadvantage

participation was as low as 11%. Participation and correlations with other metrics are being tracked longitudinally through the Coventry Household Survey to see if changes occur because of UK CoC 2021.

## ACORN SEGMENTATION FOR TICKETS ISSUED TO COVENTRY POSTCODES



### ACORN Category

ACORN Category	% Share of Bookers with Valid Coventry Postcodes	% Share of All Coventry Households	Difference %
1 Affluent Achievers	16.88	11.00	5.88
2 Rising Prosperity	2.10	1.60	0.50
3 Comfortable Communities	37.68	28.70	8.98
4 Financially Stretched	25.45	33.20	-7.75
5 Urban Adversity	15.07	24.40	-9.33
6 Not Private Households	2.81	1.10	1.71

<sup>2</sup> See Technical Note 1 in Appendix.

<sup>3</sup> See Technical Note 2 in Appendix

<sup>4</sup> Technical Note 3

<sup>5</sup> Technical Note 4

## Residents Engaged in Co-Creation<sup>6</sup>

Up to 30 September 2021, the Trust has engaged in an estimated 13,800 hours of consultation and planning work since winning the UK City of Culture title in December 2017. This has taken place over all 18 wards of the city with residents from all neighbourhoods in the city.<sup>7</sup>

The Trust has therefore achieved its target of co-created activity being distributed across all 18 wards in the city.

Participation in the delivery of the UK CoC 2021 programme is being captured. As of 30 November 2021, 1,500 community dancers, musicians, poets and makers participated in the first six months of the programme. Full participation will be reported in later reports.

## Schools Engagement

There has been engagement from over 100 schools from across the city who have taken inspiration from Coventry's UK City of Culture 2021 status to reflect on a range of key societal issues and themes, their connection to the city and West Midlands region and their own wellbeing. This is approximately 83% of schools in the city.<sup>8</sup>

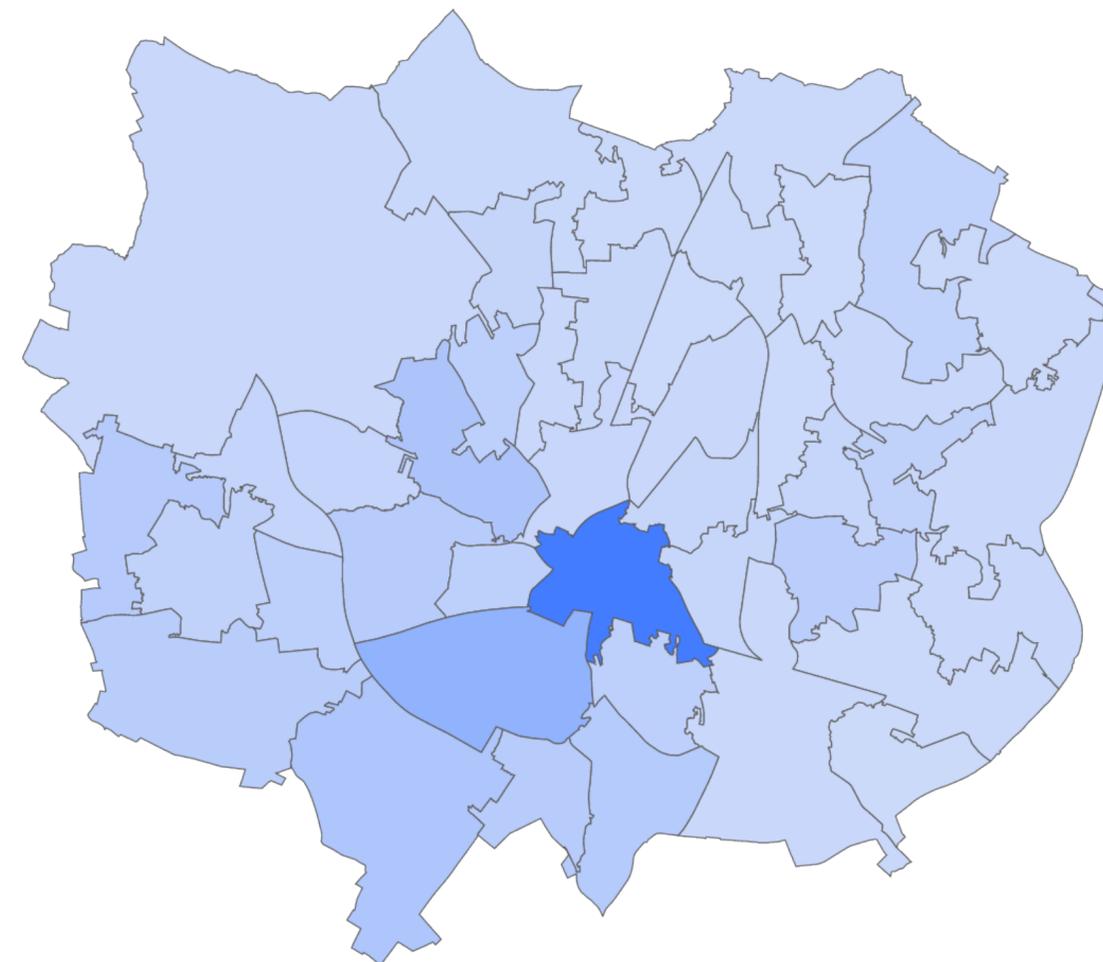
In addition, through partnership with the Coventry Cultural Education Partnership, 127 Schools Champions have been identified and engaged. This is against a target of identifying City of Culture Ambassadors/Champions within every school in Coventry, with a target of 100 ambassadors in place by December 2020. The Trust exceeded this target in December 2020.

## Location of Activity

As of 30 November 2021, and since 2019, the Trust has delivered activity in all 18 wards of the city, as well as in neighbouring Warwickshire. The Trust has therefore achieved the target of activity in all 18 wards and in Warwickshire.

Within Coventry there has been activity in all 42 MSOAs in the city – another target achieved.<sup>9,10</sup>

The map to the right shows the density of physical activities which took place in Coventry. The City Centre in St Michael's ward saw the bulk of this activity, mainly due to Assembly Festival Gardens taking place here and key cultural venues such as the Belgrade Theatre and Coventry Cathedral being located within the city centre.



The Trust made conscious effort in the presentation and delivery of events to take events to the doorsteps of communities in the city for example Party on the Green events in Tile Hill, Holbrooks and Binley.

<sup>6</sup> Co-creation refers to the engagement and participation by residents in the design and delivery of a project or event.

<sup>7</sup> Technical Note 5

<sup>8</sup> Technical Note 7

<sup>9</sup> Technical Note 6

<sup>10</sup> Medium Super Output Areas. There are 42 MSOAs in Coventry equivalent to neighbourhoods of 5-7k residents. An MSOA is a smaller geographic breakdown of an area than an electoral ward and provides more granularity.

## Health and Wellbeing

As reported in Progress Report Six, for projects involving participants taking part over a number of weeks, the average uplift in wellbeing scores was +2 (5)WEMWBS points. This is in line with supporting the city's Health and Wellbeing Strategy and targets.<sup>11</sup>

## Sentiment

The Trust, through extensive post-event surveying, asks four key questions relating to immediate sense of civic pride, perception of Coventry, quality of the event and if the respondent had a good time.

As of 30 November 2021, for events which took place between May 2021 and November 2021 the aggregate sentiment was:

- 92% of survey respondents strongly agreed or agreed that they had a good time
- 91% of survey respondents rated the quality of the events as very good or good
- 57% of survey respondents stated that their perception of Coventry had improved through attending or participating
- 76% of survey respondents strongly agreed or agreed that the event increased their pride in Coventry<sup>12</sup>

Further analysis of sentiment responses will take place in the full evaluation. This will include breaking down responses by Coventry residents, visitors and against other socio-economic characteristics.



Credit: Doug Peters

<sup>11</sup> Technical Note 18

<sup>12</sup> Technical Note 19

# ECONOMIC, SKILLS & PLACE MEASURES

## Media Value

Up to 30 September 2021, the cumulative media value related to Coventry UK City of Culture 2021 is £83,020,012.53 (an increase of £3,821,251.73 since the figure was last reported at the conclusion of June in Progress Report Six). This figure covers the period from 1 November 2015 to 30 September 2021. Media value has been provided by Kantar Media who monitor media and press coverage on behalf of the Trust.<sup>13</sup>

## Of the £83,020,012.53:

- £1,929,797 was generated in the period of the bid up until Coventry won the title in December 2017. (2 Years 1 Month) Please note this was calculated outside of Kantar Media.
- £40,815,630.80 was generated between January 2018 & March 2021 (3 Years 3 Months)
- £40,274,584.73 was generated between April 2021 and September 2021 (6 Months)

The initial target was for the Trust to generate £50,000,000 in media value by December 2021, this was exceeded 12 months early in December 2020.

Coventry has featured 126 times as of 30 November 2021 as a promoted destination.<sup>14</sup>

## Inward Investment

The Trust appointed AMION Consulting in April 2020 to undertake the Economic Impact Assessment for UK CoC 2021. In July 2021, a baseline report was presented which detailed the economic activity and impact to the city region.

The report has been prepared to establish the baseline economic figures from which the economic impact of UK CoC 2021 will be measured.

The Baseline Report provides an indication of the investment secured by June 2021 as a result of being awarded the UK CoC 2021 in December 2017. This equates to over £172m, with an estimated further £51m of GVA generated from capital works completed or underway through this investment. The report notes this investment sits alongside an additional £500m of city regeneration activity that has taken place since the award of UK CoC 2021.<sup>15</sup>

The Baseline Report is the first of three key deliverables. The second deliverable - an Interim Economic Impact Report - will be completed in September 2022 following delivery of the yearlong City of Culture 2021 programme. A Final Economic Impact Assessment will be presented in September 2024.

While there are no specific targets related to inward investment, the EIA will focus on assessing whether the following

key objectives are met through the delivery of UK CoC 2021:

- Uplifting the local economy
- Increasing Tourism
- Growing and strengthening the Cultural and Creative Sectors
- Attracting investment into the City and wider Coventry and Warwickshire area
- Promoting inclusive growth



Credit: Dylan Parrin Photography

<sup>13</sup> Technical Note 8

<sup>14</sup> Technical Note 9

<sup>15</sup> Technical Note 10

## Job Creation

The Trust, as of 30 November 2021 has created 111 direct jobs of which 73 are full time and 38 are part time. These figures include the Trust's apprenticeship programme. This is against a target of 80 direct FTE jobs relating to the City of Culture.<sup>16</sup>

The Trust's programme is supporting a number of indirect jobs, this will be measured through the externally commissioned Economic Impact Assessment. There is a target of 2,035 indirect jobs supported through the delivery of the Trust's programme.

The Economic Impact Assessment Baseline Report (produced by AMION Consulting) highlights that employment in Coventry within the DCMS Creative Industries Standard Industrial Classification (SIC) Codes decreased by 720 between 2017

and 2019. However, employment in the creative industries in Coventry increased by 325.

Closer analysis of the figures for Warwick District Council (home to 'Silicon Spa' Leamington's game development hub 10 miles from Coventry City Centre) demonstrate that while employment in the digital industries has been shrinking within the City, there has been significant growth in jobs in the creative and cultural industries in Warwickshire, which increased by 1380 (17.4%) over the period 2017-2019.

The report states that the capital expenditure works associated with the award of the UK CoC 2021 created and supported 149 FTE jobs in the construction sectors between 12/2017 & 1/1/21.

## Creative Freelancers

Since April 2019 and up to 16 November 2021, the Trust has directly engaged 298 artists or groups of artists, 362 freelancer and 181 organisations in the

delivery of the Coventry UK City of Culture 2021 programme activity.<sup>17</sup>

Of those artists or groups of artists, freelancers and organisations who have provided their postcodes and who have been directly engaged

by the Trust, 42% are from Coventry (CV1 to CV6 postcode), 12% from Warwickshire, 9% from the wider West Midlands, 35% from elsewhere in the UK and 2% from outside of the UK.<sup>18</sup>

Through the Trust's devolved production model since May

2021, it is estimated that a further 300 artists/groups of artists, freelancers and organisations have been involved in the delivery of the Coventry UK City of Culture 2021 programme activity.<sup>19, 20</sup>



<sup>17</sup> Technical Note 12

<sup>18</sup> Technical Note 13

<sup>19</sup> Technical Note 14

<sup>20</sup> Technical Note 15

## Apprenticeships and City of Culture Leadership Programme

To develop the skills and talent pipeline in the city, the Trust recruited 14 apprentices in November 2020. This is against a target of the Trust creating 15 apprenticeship opportunities, in areas including production, programme, marketing and fundraising by December 2020. This cohort also includes two trainee accountants as apprentices.

Initially, 15 apprentices were recruited, however prior to starting in November 2020, one of the cohort decided to move into higher education. Since starting, a further member of the cohort has left the apprenticeship to move into higher education, however before leaving they were able to achieve a qualification in marketing. This means that 13 apprentices continue to be employed by the Trust.

In addition to the apprenticeship programme, having secured additional funding from Arts Council England, the Trust launched the City of Culture Leadership Programme in early 2020 in partnership with Beatfrees Collective, Coventry University, Coventry University Social Enterprise CIC, People Make It Work, TRG Arts and Warwick Arts Centre.

Following a recruitment process which attracted 96 applicants, the Trust and partners recruited a cohort of 15 to the City of Culture Leadership Programme

The aim of the programme is to strengthen and diversify the next generation of leadership for Coventry's cultural and creative sector, to reflect the diversity and cultural strengths of the city. The cohort is reflective and representative of the city and region.

For all individuals in the cohort:

- 53% identified as female, 33% as male, 7% as transgender and 7% preferred not to say
- 47% identified as having a disability or long-term health condition
- 47% of the cohort are aged 35 - 49, 33% are aged 20 - 34, 13% are under the age of 19 and 7% are aged 50 - 64
- 53% are currently self-employed, 20% are currently employed on a part time basis
- 73% of the cohort were educated in state funded schools
- 36% stated they had active caring responsibilities for children or relatives
- Cultural identity/ethnicity:
  - 33% identified as White British (Coventry - 66.6%)
  - 13% identified as White Other, White Irish, or White Gypsy or Irish Traveller (Coventry - 7.2%)

- 40% identified as Black, African, Caribbean, or Black British (Coventry - 5.6%)
- 7% identified as Asian or Asian British (Coventry - 16.3%)
- 7% identified as being from a Mixed or multiple ethnic group (Coventry - 2.6%)
- 0% identified as being from any other ethnic group (Coventry - 1.7%)<sup>21</sup>

The target is for the Trust to deliver a 2-year leadership programme for a cohort of 15 current and potential future cultural sector leaders who are representative of Coventry's diverse communities; with the target that up to 10 of this cohort will be supported to create new organisations or be in cultural leadership positions by the end of May 2022.

The programme has been co-designed with the participants who have set and work towards their individually identified outcomes.



<sup>21</sup> Technical Note 16

## City Host Volunteering Programme

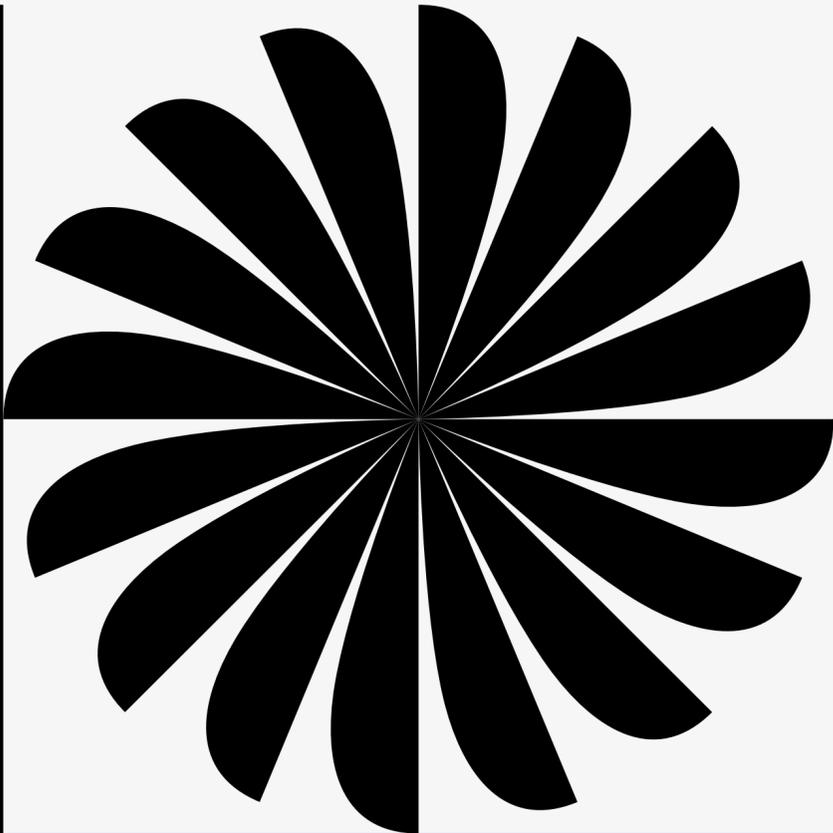
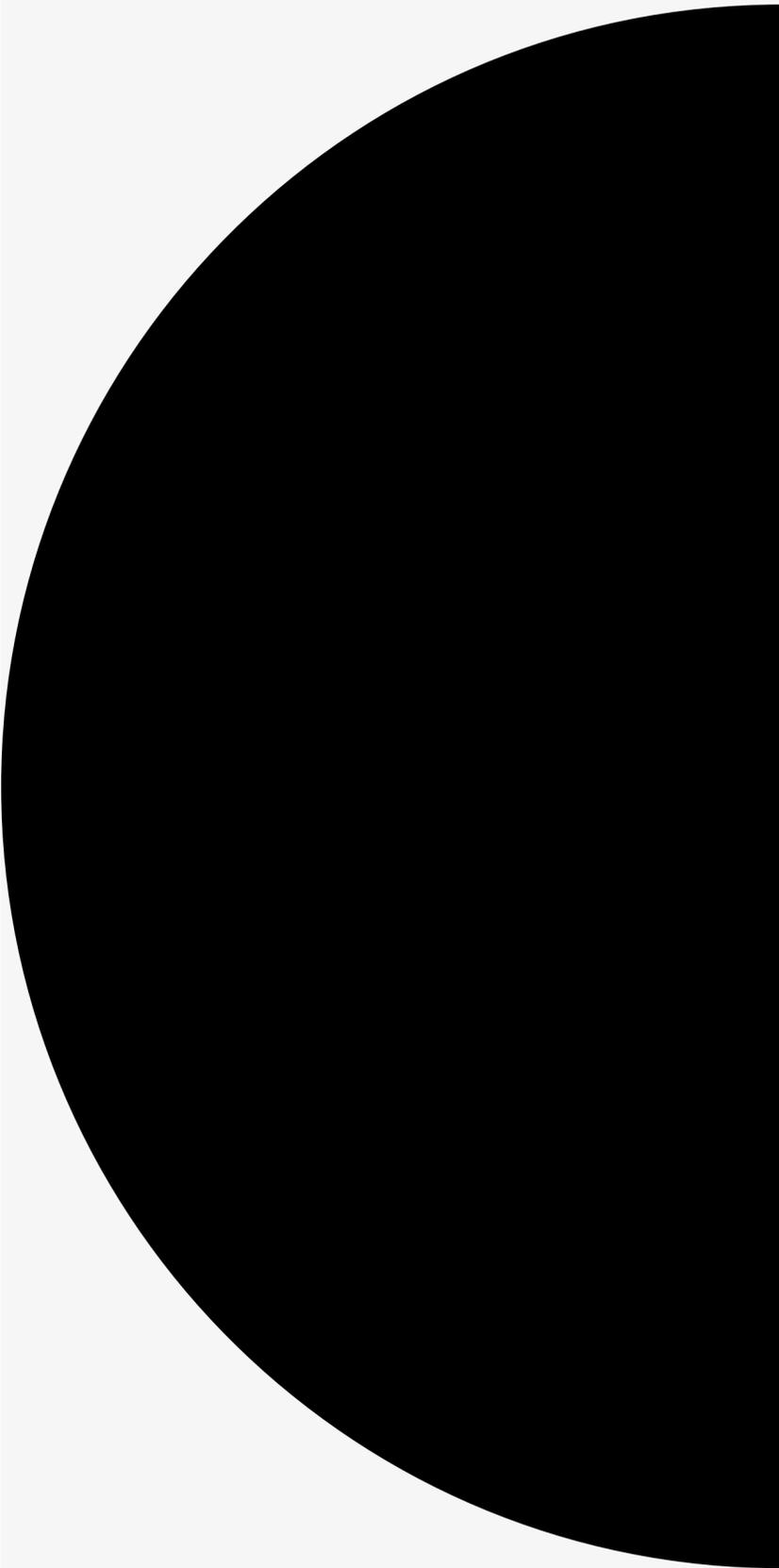
Based on monitoring data provided by EnV and CUSU, who are the delivery partners for the City Host programme, as of 3 November 2021 there had been more than 3,000 registrations of interest to be a City Host. Of these 3,000 registrations, 1,101 were fully trained and deployed and collectively had undertaken over 12,000 hours of volunteering. There is a target of attracting 3,000 volunteers by the end of UK CoC 2021.<sup>22, 23</sup>



Credit: Adele Reed

<sup>23</sup> The previously announced target was for 5,000 City Hosts, however due to the COVID-19 pandemic this has been scaled back to 3,000.

<sup>22</sup> Technical Note 17



Credit: FiveSix Photography

**INTERIM  
PROGRESS  
TOWARD  
THEORY OF  
CHANGE  
OUTCOMES**

# INTERIM PROGRESS TOWARD THEORY OF CHANGE OUTCOMES

The fifteen outcomes of the ToC are the expected change resulting from the UK CoC 2021 programme and wider investment.

From an evaluation perspective the Theory of Change (ToC) that guided the initial planning and delivery has become the Story of Change (SoC) – how and to what extent the delivery period has progressed towards outcomes and impacts. The Outcomes and Impacts from the SoC will be fully evaluated post-year.

OUTCOME	OUTCOME DESCRIPTION	PROGRESS BASED ON OUTPUT INDICATORS TO DATE (30/11/2021)
<b>Increase in civic pride</b>	UK CoC 2021 will provide all citizens with the opportunities and confidence to engage with arts and cultural activity and through this process have a renewed sense of belonging and pride in Coventry and themselves.	Programming is offering greater cultural engagement opportunities and choices across the geographies, communities, and under-represented groups of the city. The impact on civic pride will be assessed post-year.
<b>Community-led production and programming increases cultural participation and activism</b>	The Trust will deliver a devolved model of programming and leadership which increases cultural participation and the confidence and skills of citizens to influence and shape the city they want to live in.	The Trust's devolved model of programming is investing in an increase in community-led production and programming. The full impact on cultural participation and activism will be assessed post year.
<b>Cultural leadership and programming reflects and represents the citizens of the city</b>	UK CoC 2021 will celebrate the full range and diversity of the city's population in its cultural offer and ensure that cultural leadership is representative of the people of Coventry.	There is evidence of increased diversity and representation of citizens in cultural leadership and programming in the city.
<b>There is increased understanding, accessibility and provision of career routes into the cultural and creative sector</b>	UK CoC 2021 investment in cultural leadership training, apprenticeships, digital creativity and the social uses of arts and culture will increase understanding of, and opportunities in, the cultural and creative sectors.	Various career routes into the cultural sector through leadership and apprenticeship programmes and sector development have been initiated.
<b>Cultural engagement is geographically dispersed across the city</b>	The UK CoC 2021's devolved programme will impact across the city and involve every community, developing a legacy of regular localised cultural events and projects.	Programming is delivering cultural engagement opportunities across the geographies of the city. The impact on engagement and legacy will be assessed post-year.

# INTERIM PROGRESS TOWARD THEORY OF CHANGE OUTCOMES

At this stage (30/11/2021), the interim evaluation suggests that there has been progress toward outcomes as specified in the table adjacent, based on the interim measurement of the output indicators presented later in the report.

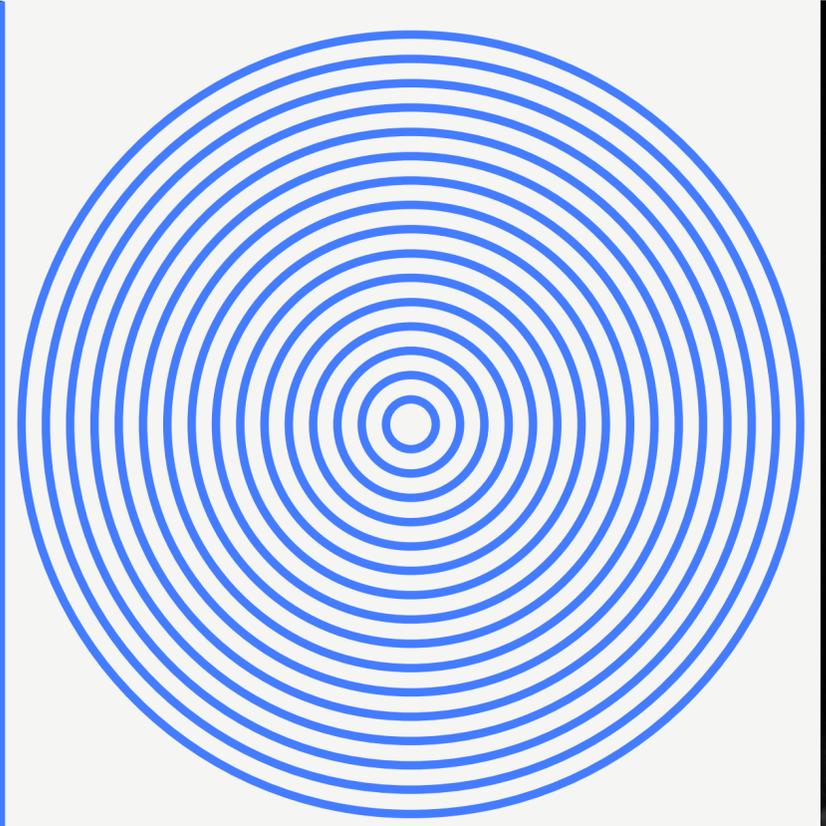
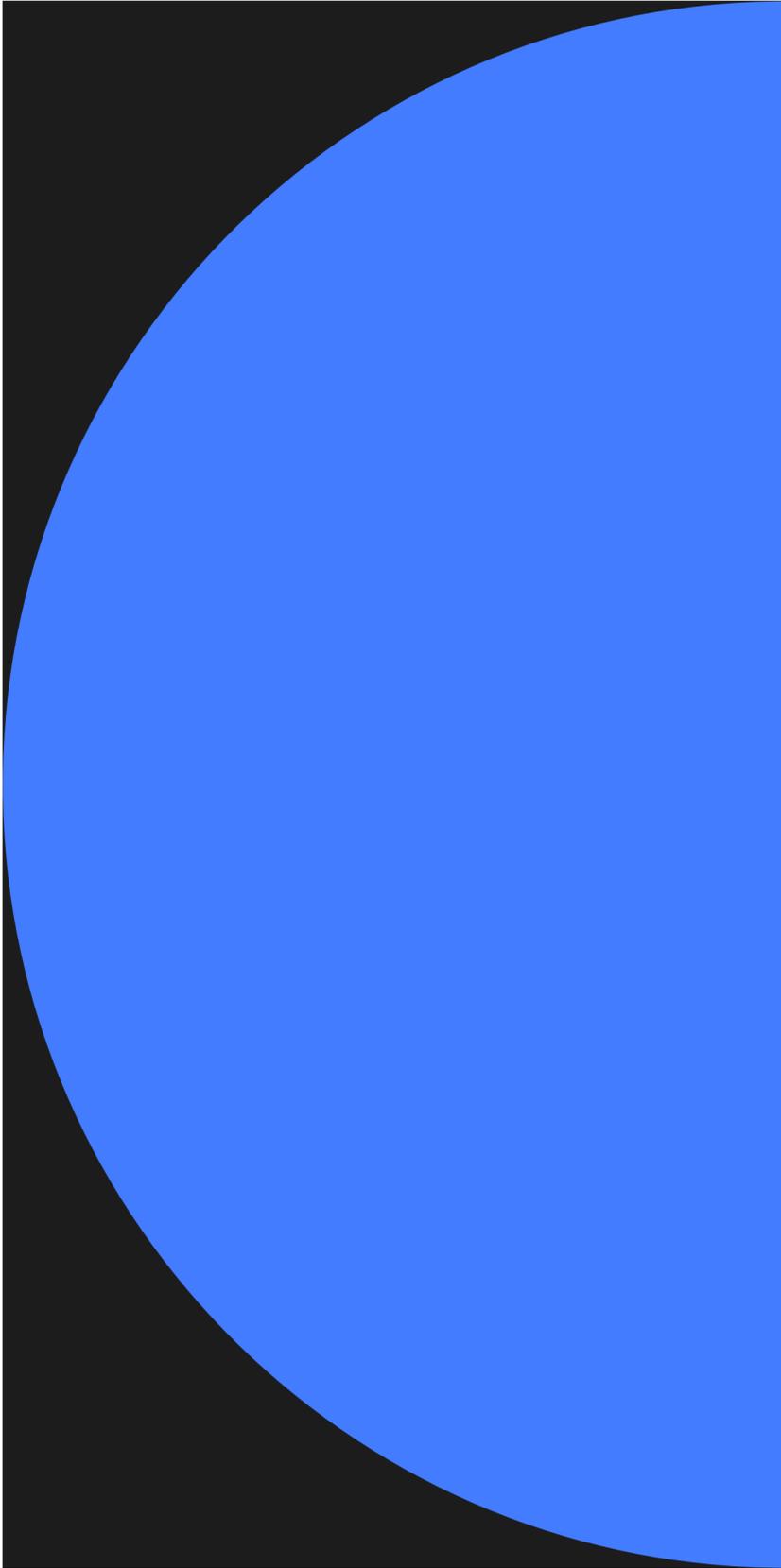
OUTCOME	OUTCOME DESCRIPTION	PROGRESS BASED ON OUTPUT INDICATORS TO DATE (30/11/2021)
<p><b>Cultural sector activity makes a significant contribution to the economic, environmental, social, health and wellbeing targets for the city and the region</b></p> <p>a) <b>The programme delivered a notable economic uplift to the creative industries in the city</b></p> <p>b) <b>Cultural programming was environmentally responsible and promoted environmental awareness</b></p> <p>c) <b>The programme delivered improved social, health and wellbeing scores for the city</b></p>	<p>UK CoC 2021 investment and activity will energise the capability and momentum of the city to increase cultural, social and economic prosperity in the city, region and for all its citizens.</p>	<p>Assessment will take place post year. It will do so within a context which has seen the city's performance on several environmental, social, health and wellbeing targets deteriorate given the challenges of the pandemic.</p> <p>a) The impact on growth of creative industries will be assessed post-year</p> <p>b) There is evidence of programming focused on environmental awareness and responsibility, supported by organisation-wide environmental policies.</p> <p>c) There is evidence that direct engagement in co-creation projects can lead to improved mental wellbeing. MSOA level assessment post-year. <b>See Progress Report 6</b></p>
<p><b>Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector</b></p>	<p>UK CoC 2021 will provide the opportunity to invest in, strengthen and extend the local cultural sector and expand the sector's future role and recognition in the city and region.</p>	<p>Assessment of investment impact and legacy, including of a sustainable and resilient sector, will take place post-year. This assessment will need to consider the widespread economic damage experienced by the cultural and creative sectors under the pandemic – and responses to which are still in the making.</p>
<p><b>Investment in culture accelerates inward investment and economic growth in the region</b></p>	<p>UK CoC 2021 will accelerate and enhance the city's potential to create new jobs and businesses and attract investment into a recognised, successful and confident city and region.</p>	<p>City of Culture has generated and accelerated cultural investment into the city and region. Assessment of investment impact and legacy, including on inward investment and economic growth, will take place post-year. This assessment will need to consider the widespread context of economic 'reset and recovery' within which the city and region will be set.</p>

# INTERIM PROGRESS TOWARD THEORY OF CHANGE OUTCOMES

OUTCOME	OUTCOME DESCRIPTION	PROGRESS BASED ON OUTPUT INDICATORS TO DATE (30/11/2021)
<b>Collaborative national and international cultural programming increases Coventry and the region's global presence</b>	UK CoC 2021 investment in international programming will expand the cultural vibrancy of the city region and enhance Coventry's identity and visibility as a global and connected city.	Programming is enhancing the visibility and global footprint of Coventry in-year. Legacy will be assessed post-year.
<b>Coventry's innovative &amp; diverse cultural life increases local, national and international tourism to the region</b>	UK CoC 2021 will reimagine the role of culture in a modern and diverse Britain, showcasing the city's peoples, talents and heritages, and further developing a distinctive cultural city and region of global attraction to visitors and tourists.	To date, the City of Culture year has been operating in a regulatory and behavioural environment that has impacted city-based tourism severely. A post-year assessment will be made.
<b>Coventry's model of culture-led placemaking influences regional and national policy-making</b>	Devolved, co-created cultural planning and delivery demonstrates the ability of cultural participation for all to deliver placemaking agendas and benefits. Devolved, co-created cultural planning and delivery will be key to the successful development of placemaking agendas and benefits.	There is evidence that the 'Coventry Model' is influencing local, regional and national policymaking on the role of culture in the places and spaces of modern Britain.
<b>Coventry is recognised as a pioneering model of culture-led inclusive growth</b>	The UK CoC 2021 approach will provide a working model for culturally inclusive and citizen-led programming and impact that seeks to target the needs, identity and aspirations of a city and / or region.	Whilst early evidence points to the operationalisation of an inclusive culture-led model, assessment of the evidence for a successful working model will not take place until post-year.

# INTERIM PROGRESS TOWARD THEORY OF CHANGE OUTCOMES

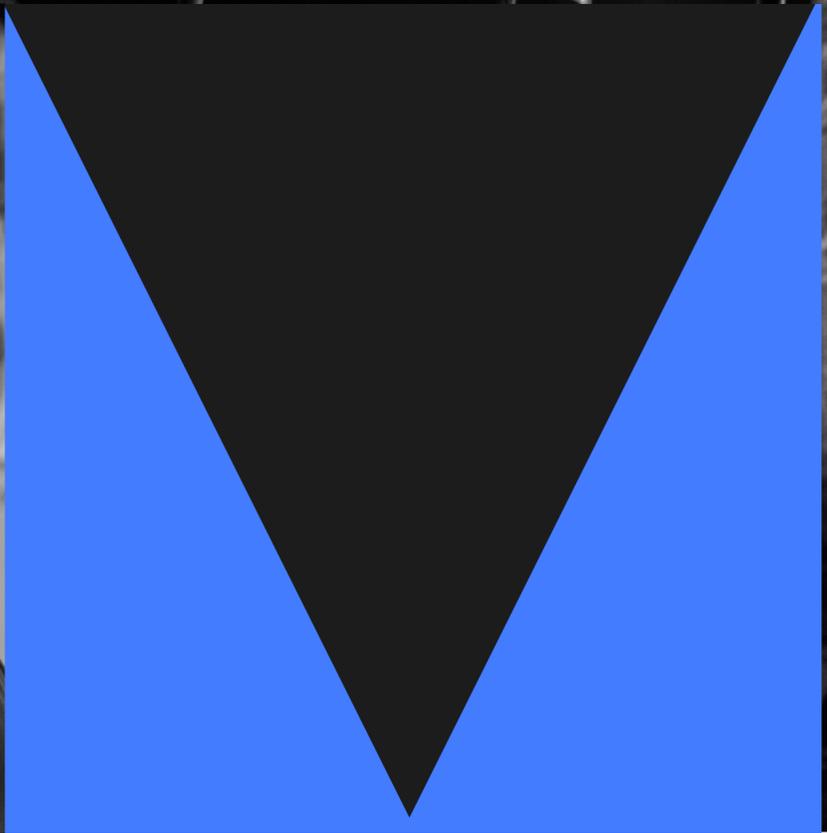
OUTCOME	OUTCOME DESCRIPTION	PROGRESS BASED ON OUTPUT INDICATORS TO DATE (30/11/2021)
<b>Increased data generation and capture leads to well-informed civic and cultural planning and decision making</b>	The UK CoC 2021 approach demonstrates the potential of new generations of cultural and other data to jointly support pioneering civic and cultural planning and decision making.	Data-driven cultural planning and decision-making is being demonstrated; assessment of the full evidence will not take place until post-year.
<b>Cultural programming is environmentally responsible and promotes environmental awareness</b>	UK CoC 2021 production and programming will be environmentally aware and where possible promote environmental responsibility through the programme's content or through environmental initiatives at events.	There is evidence of programming focused on environmental awareness and responsibility, supported by organisation-wide environmental policies.
<b>The city makes and develops creative cultural and civic uses of 5G and immersive technology</b>	UK CoC 2021's development and use of digital 5G creative content, tools and technologies drive innovative and entrepreneurial approaches to civic and cultural engagement and placemaking.	Cultural and civic uses of 5G and immersive technology remain nascent at the current time, planning for an immersive digital gallery entitled <i>The Reel Store</i> is underway and funded.



# **INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS**



Credit: FiveSix Photography



Credit: Fabio De Paola

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

There are sixteen outputs identified in the SoC which are designed to contribute to the Outcomes and Impacts.

Outputs and Outcomes have measurable indicators. In this interim report we comment on progress towards outputs to date.

## KEY IMPACT: COVENTRY CITIZENS POSITIVELY INFLUENCE AND SHAPE THE CITY THEY WANT TO LIVE IN

OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
Programmes, planning and production of events involving Coventry community	No. of community participants/ volunteers involved in the planning and execution of the programme/events in the run-up to and including events in 2021	<ul style="list-style-type: none"> <li>As of 30 November 2021:               <ol style="list-style-type: none"> <li>1,101 fully trained City Host volunteers undertook 12,000 volunteering hours<sup>24</sup></li> <li>In excess of 1,500 community dancers, musicians, poets and makers have participated in events<sup>25</sup></li> <li>673 people have taken part in co-creation workshops shaping the UK CoC 2021 programme<sup>26</sup></li> </ol> </li> </ul>
	No. of events actively involving the Coventry community in planning and execution	<ul style="list-style-type: none"> <li>At this point in time, it is estimated that 30-40% of the overall UK CoC 2021 programme will be co-created with communities from the city.</li> <li>Examples of this as of November 2021 include:               <ol style="list-style-type: none"> <li>Beneath the Trees with Coventry Arts Collective</li> <li>Love Coventry: Caribbean Reggae Fever with The New Coventry Caribbean Association Limited, Arawak Community Trust and Arawak Radio</li> <li>Coventry Moves</li> <li>Eastern European HeARTS Festival with New Start 4 U Community Interest Company</li> <li>Abundance with residents from the South Asian community in the city</li> </ol> </li> </ul>

<sup>24</sup> Technical Note 17

<sup>25</sup> Technical Note 20

<sup>26</sup> Technical Note 20

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
<b>Outreach activities in the community</b>	% of events per MSOA (Middle Layer Super Output Area)	<ul style="list-style-type: none"> <li>Trust activity has taken place in all 42 MSOAs in Coventry as well as in neighbouring Warwickshire <sup>27</sup></li> <li>8% of all activity and events have taken place in Warwickshire</li> <li>As of 30 September 2021 the MSOA with the highest proportion of activity was the City Centre in St Michael's with 23% of activity, this is due to Assembly Festival Gardens and the key cultural venues being in this area</li> <li>As of 30 September 2021 and the MSOA with the lowest proportion of activity was Willenhall with 0.2% of activity</li> <li>The figures above include the postcodes of houses who registered and appeared on the trail maps for Window Wanderland</li> </ul>
	% of resident participation in events by MSOA	<ul style="list-style-type: none"> <li>This will be measured longitudinally through Household Survey metrics</li> </ul>
<b>Model of co-creation established</b>	A recognised model of co-creation developed	<ul style="list-style-type: none"> <li>Co-creation is at the heart of the Trust's delivery model</li> <li>Recognition, efficiency and perceptions of the model will be evaluated post UK CoC 2021 across a range of evidence</li> <li>Estimated 30-40% of the overall UK CoC 2021 programme will be co-created with communities from the city</li> </ul>
<b>Participation by ethnic minority communities</b> <sup>28</sup>	% increase in audience attendance from ethnic minority communities	<ul style="list-style-type: none"> <li>This will be measured longitudinally through Household Survey metrics</li> <li>However, analysis of ticketing data shows that 43% of tickets issued to Coventry postcodes have gone to those who are financially stretched and facing adversity, the majority of these groups are from minority ethnic identities <sup>29</sup></li> </ul>
<b>Targeted representation of citizens of the city in cultural leadership and programming</b>	Diverse representation in Cultural Leadership Programmes	<ul style="list-style-type: none"> <li>The City of Culture Leadership Programme has attracted a diverse cohort from across the city and neighbouring Warwickshire</li> <li>The Board of Trustees for the Trust has been diversified through targeted recruitment</li> </ul>

<sup>27</sup> Technical Note 6

<sup>28</sup> In the original PM&E Strategy this was labelled BAME communities, however following the Black Lives Matter movement in 2020 and subsequent feedback from communities in the city, this has been changed to minority ethnic identities/communities.

<sup>29</sup> Technical Note 4

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
<b>Human resource capacity development in the cultural sector in Coventry</b>	No. of young people in cultural planning bodies and cultural organisation boards	<ul style="list-style-type: none"> <li>• Will be assessed post UK CoC 2021</li> </ul>
	No. of citizens with protected characteristics engaged in the cultural planning bodies and cultural organisation boards	<ul style="list-style-type: none"> <li>• Will be assessed post UK CoC 2021</li> <li>• Targeted recruitment has increased the diversity of the Board of Trustees for the Trust</li> </ul>



Credit: Dylan Parrin Photography

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

## KEY IMPACT: COVENTRY'S CULTURE CONTRIBUTES TO THE SOCIAL AND ECONOMIC PROSPERITY OF THE CITY AND REGION

OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
<b>Distribution of 2021 events across Coventry</b>	% of events by MSOA	<ul style="list-style-type: none"> <li>Trust activity has taken place in all 42 MSOAs in Coventry as well as in neighbouring Warwickshire <sup>30</sup></li> <li>8% of all activity and events have taken place in Warwickshire</li> <li>As of 30 September 2021 the MSOA with the highest proportion of activity was the City Centre in St Michael's with 23% of activity, this is due to Assembly Festival Gardens and the key cultural venues being in this area</li> <li>As of 30 September 2021 and the MSOA with the lowest proportion of activity was Willenhall with 0.2% of activity</li> <li>The figures above include the postcodes of houses who registered and appeared on the trail maps for Window Wanderland</li> </ul>
<b>Increased investment in city projects as a result of CoC 2021 profile</b>	£millions of investments in projects citing CoC 2021 as a catalyst for investment strategy	<ul style="list-style-type: none"> <li>The Economic Baseline Report from AMION Consulting in July 2021 has identified that 'to date, approximately £172.6 million investment has been secured as a result of being awarded the UK CoC 2021 title. <sup>31</sup></li> </ul>
	Number employed in the creative occupations in Coventry	<ul style="list-style-type: none"> <li>This will be analysed post UK CoC 2021 through the Economic Impact Assessment</li> </ul>
	No. of apprenticeship in the cultural sector	<ul style="list-style-type: none"> <li>This will be analysed post UK CoC 2021 through the Economic Impact Assessment</li> <li>The Trust engaged 14 apprenticeships in November 2020</li> </ul>
	% graduate retention in the city	<ul style="list-style-type: none"> <li>This will be analysed post UK CoC 2021 through HESA data and data from the two universities</li> </ul>

<sup>30</sup> Technical Note 6

<sup>31</sup> Technical Note 10

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
<b>Environmentally responsible programming</b>	Implementation of an environment action plan – plastic free year in 2021	<ul style="list-style-type: none"> <li>The Trust put in place its <a href="#">Green Code</a> in April 2021. Review is part of an evaluation Focus Study</li> <li>Due to COVID-19 the need to reduce contact points has meant it has not been possible to be plastic free</li> </ul>
	No. of carbon offsetting initiatives by the Trust	<ul style="list-style-type: none"> <li>The Trust implemented its <a href="#">Green Code</a> in April 2021</li> <li>Flights and transport can be identified through the Trust's accounting records and a carbon offsetting initiative will be reviewed post UK CoC 2021</li> </ul>
	Trust operational policies aligned to city's environmental priorities	<ul style="list-style-type: none"> <li>The Trust's Green Futures programme feeds into the relevant teams at Coventry City Council to align and feed into Council policies</li> </ul>
	No. of events in green and blue spaces	<ul style="list-style-type: none"> <li>There have been in excess of 25 events in green and blue spaces up to 30 September 2021 <sup>32</sup></li> </ul>
	No. of participants at events in green and blue spaces	<ul style="list-style-type: none"> <li>18,951 tickets were issued to City of Culture events in green and blue spaces through the Trust's ticketing platform as of 30 September 2021 <sup>33</sup></li> </ul>
<b>Combined arts and health initiatives developed in the city and region</b>	Examples of arts, health and wellbeing activities	<ul style="list-style-type: none"> <li>Projects have been developed in partnership with city and regional partners focussing on health and wellbeing</li> <li>Examples of this are the Nudgeathon looking at social prescribing, the Try It programme which encourages participants to try new activities and the general work of the Caring City team</li> <li>Theatre of Wandering focussed on working with participants with dementia</li> <li>Reform the Norm is a project to amplify underrepresented voices as part of the UK CoC 2021</li> </ul>
<b>Arts and cultural events involving physical activity and other health and wellbeing activities</b>	Examples of participatory dance, and movement events	<ul style="list-style-type: none"> <li>Online dance classes and physical and mental wellbeing activities took place as part of the Love Coventry programme</li> <li>Planning is currently being undertaken for the BBC's Dance Passion project to take place in Coventry in early 2022</li> </ul>
<b>Increased investment in city projects as a result of CoC 2021 profile</b>	£millions of investments in projects citing CoC 2021 as a catalyst for investment strategy	<ul style="list-style-type: none"> <li>The Economic Baseline Report from AMION Consulting in July 2021 has identified that 'to date, approximately £172.6 million investment has been secured as a result of being awarded the UK CoC 2021 title.' <sup>34</sup></li> </ul>

<sup>32</sup> Technical Note 21

<sup>33</sup> Technical Note 22

<sup>34</sup> Technical Note 10

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

## KEY IMPACT: COVENTRY IS A GLOBAL AND CONNECTED CITY

OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
International cultural exchanges and partnerships	No. of new international cultural exchanges and partnerships	<ul style="list-style-type: none"> <li>Youthful Cities programme established which has built partnerships between Coventry, Beirut, Detroit, Nairobi and Bogota. 45 young people from these cities engaged in the Youthful Cities programme<sup>35</sup></li> <li>Other elements of the UK CoC 2021 programme contain international collaboration for example Theatre of Wandering which was produced in association with OiBokkeShi from Japan and the Home: Arts and Homelessness Festival which was produced with Arts and Homelessness International</li> </ul>
	Increased no. of international co-investment and collaborative opportunities	<ul style="list-style-type: none"> <li>31 projects funded in partnership with the British Council as part of the International Changemakers Bursary programme</li> <li>Funding worth £89,161 awarded across the two rounds of the International Changemakers Bursary programme<sup>36</sup></li> <li>International collaboration projects initiated as part of Small Bells Ring, BBC Contain Strong language and Coventry Biennial</li> </ul>
	No. and value of Coventry based cultural exports (artists/productions) to outside of the region as a result of the Trust's programme	<ul style="list-style-type: none"> <li>The pandemic has impacted the ability to produce cultural exports</li> <li>The Trust rapidly moved focus to online and digital broadcast</li> <li>Signature event Coventry Moves was seen by over 200,000 people digitally and gained international viewership from 88 countries<sup>37</sup></li> <li>Faith, a collaboration between the Trust and the Royal Shakespeare Company as well as other key projects have been live streamed</li> <li>Broadcast partnership with the BBC has seen programmes broadcast which focussed on Coventry or UK CoC 2021</li> <li>Coventry also hosted the Sky Arts Landmark programme</li> </ul>
	Amount of Trust investment in international projects/ organisations	<ul style="list-style-type: none"> <li>As of 30 September 2021, the Trust had invested £142,375.86 in international projects and organisations<sup>38</sup></li> <li>Further to the figure above, £89,161 has been awarded to local artists in Coventry across the two rounds of the International Changemakers Bursary programme</li> </ul>

<sup>35</sup> Technical Note 23

<sup>36</sup> Technical Note 24

<sup>37</sup> Technical Note 25

<sup>38</sup> Technical Note 26

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
<b>Attraction as a destination choice</b>	No. and extent to which Coventry appears in different media forms as a promoted destination for national and international travellers	<ul style="list-style-type: none"> <li>As of 30 November 2021, and since May 2020, Coventry had featured 126 times as a promoted destination based on media analysis from Four Communications<sup>39</sup></li> </ul>
	Examples of organisations relocating to Coventry based on the draw of UK CoC 2021	<ul style="list-style-type: none"> <li>UK CoC 2021 title has demonstrated influence to relocate or establish new organisations and businesses in the city. For example:</li> <li>Coventry Evening Telegraph Hotel which was conceived as a result of the title being awarded</li> <li>National Collections Centre being planned in collaboration between Coventry City Council, Arts Council England, Arts Council Collection, the British Council, Culture Coventry Trust and Coventry University</li> </ul>



<sup>39</sup> Technical Note 9

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
Coventry's City of Culture devolved, and outcome led model shapes local, regional and national cultural policymaking and funding	Examples of commissions from DCMS, ACE etc. to develop/shape policy guidelines and strategies	<ul style="list-style-type: none"> <li>The Trust contributing to discussions and consultations around policy and wider reaching strategies</li> <li>The Trust's Chief Executive has been chairing the West Midlands Combined Authority Cultural Leadership Board</li> <li>Coventry University led a review into the practice of creative freelancers funded by the Creative Industries Policy and Evidence Centre at NESTA, of which the Trust was a partner</li> <li>University of Warwick in partnership with the Trust and the City Council completed the ACE commissioned Joint Cultural Needs Assessment</li> <li>Monitoring and Evaluation team have been contributing to appropriate evidence reviews; for example, DCMS Levelling Up agenda</li> </ul>
	No. of new city and regional collaborative projects and partnerships	<ul style="list-style-type: none"> <li>Coventry City Council work with Coventry University and University of Warwick as anchor institutions extended</li> <li>West Midlands Police has established an embedded policing team for UK CoC 2021</li> <li>The Trust's Caring City programme has established new partnerships with four third-sector organisations in the city who serve the most vulnerable communities in the city</li> <li>The Green Futures programme has established partnerships with the Canal &amp; River Trust, Warwickshire Wildlife Trust and Historic Coventry Trust</li> </ul>
	Stakeholder perceptions on the effectiveness of the devolved outcome led model	<ul style="list-style-type: none"> <li>Devolved outcome led model has been implemented by Trust</li> <li>Estimated that 30 to 40% of the UK CoC 2021 programme is co-created with communities from the city and region</li> </ul>
	Stakeholder perceptions on the value of the devolved outcome led model	<ul style="list-style-type: none"> <li>Wider studies assessing stakeholder perceptions and value planned for the post UK CoC 2021 period report in June 2022</li> </ul>

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

## KEY IMPACT: COVENTRY IS RECOGNISED AS A FUTURE-FACING PIONEERING CITY

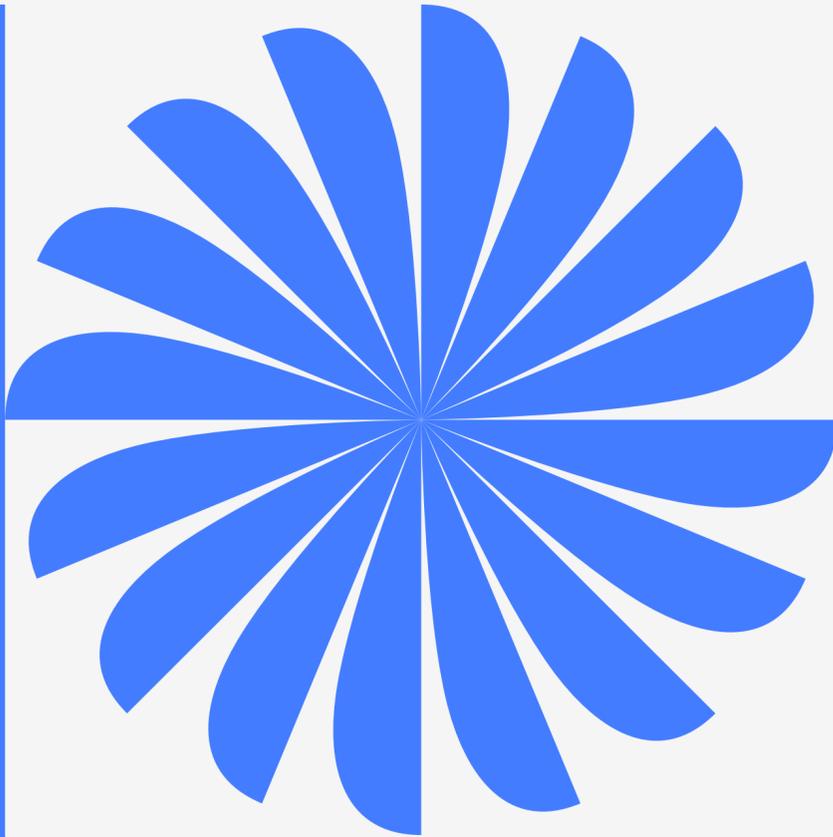
OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
<b>Needs-based model to cultural planning and delivery</b>	Demonstrable strategic alignment between identified needs and programme	<ul style="list-style-type: none"> <li>The Trust's Caring City programme established in response to four identified city needs around mental health, newly arrived communities, young people at risk of exploitation and those with lived experience of homelessness</li> <li>Summer of Surprise programming targeted in locations with historically low cultural participation</li> <li>Cultural programme shaped through co-creation to meet the needs of communities across the city</li> </ul>
<b>Evidence-based decision making</b>	No. of data sharing partnerships and initiatives amongst key city institutions and organisations	<ul style="list-style-type: none"> <li>Data sharing agreements in place with organisations who use the centralised box office system for UK CoC 2021</li> <li>Active data sharing taking place between universities and City Council for the purpose of monitoring and evaluation</li> <li>Coventry Cultural Place Profiler makes use of city data for better informed planning and decision making</li> </ul>
	Examples of building measurability into project selection/project initiation documents	<ul style="list-style-type: none"> <li>Trust programme and projects based on outcomes and impacts from the Trust's logic model</li> <li>Project Initiation Documents require selecting appropriate impacts and outcomes</li> <li>Feedback sessions and data collection incorporated into project delivery</li> </ul>
	Examples of improved data collaboration	<ul style="list-style-type: none"> <li>The Trust has provided backfill to Coventry City Council Insights Team</li> <li>Joined up approach to Household Survey from anchor institutions</li> <li>Trust, Warwick Business School, Coventry City Council and Indigo Consulting Ltd designed and built the Coventry Cultural Place Profiler</li> <li>Coventry Cultural Place Profiler available to use by cultural organisations in the city</li> </ul>
	No. of MOUs for data sharing	<ul style="list-style-type: none"> <li>MOUs in place between Trust and City Council and the Trust and universities</li> </ul>

# INTERIM PROGRESS TOWARDS STORY OF CHANGE OUTPUT INDICATORS

OUTPUT	OUTPUT INDICATOR	INITIAL QUALITATIVE AND QUANTITATIVE EVIDENCE OF POSITION AS OF NOVEMBER 2021
Use of 5G and immersive technology in cultural initiatives	No. of 5G enabled digital and immersive projects	<ul style="list-style-type: none"> <li>Changes in funding has meant changes to 5G enabled projects with options being explored for 2022</li> <li>Observations on Being, a co-production between the Trust, York Mediale and Marshmallow Laser Feast took place over the summer</li> <li>The Trust is planning and will deliver in 2022 a permanent immersive digital gallery called The Reel Store in the Coventry Evening Telegraph development</li> </ul>
	No. of Tech/Culture start-ups	<ul style="list-style-type: none"> <li>Will be reported on post UK CoC 2021 through the externally undertaken Economic Impact Assessment</li> </ul>
	No. of live events delivered by cultural groups that are live-streamed	<ul style="list-style-type: none"> <li>Cultural organisations in the city as a result of the pandemic rapidly moved to broadcasting and live-streaming events, this includes the Belgrade Theatre, Warwick Arts Centre, the Trust and Culture Coventry</li> </ul>



Credit: Dylan Parrin Photography



**PART 2:**  
**CONTEXTUAL**  
**BACKGROUND**



## CONTEXTUAL BACKGROUND

This Interim Report aggregates data from 1 January 2019 to 30 November 2021 to show progress and learning towards the outputs and outcomes of the City of Culture Trust's *Story of Change (SoC)*. The detail and methodology of the evaluation approach is set out in the [Performance Monitoring and Evaluation Strategy](#) published in January 2020.

The Story of Change includes four impacts and fifteen outcomes derived from the public consultations leading to Coventry's successful bid to be UK CoC 2021. They were further co-produced by the newly appointed Chief Executive and Creative Director for UK CoC 2021 between 2018 and 2019.

### Pre-Pandemic planning and establishment

The initial work in 2019 to establish the programme for 2021 included the Trust recruiting teams of cultural producers and others to begin the work of embedding activity in communities, areas of the city and key organisations.

This was in preparation for an intensive and innovative period of consultation and preparation for a 2021 programme that would focus on and create social change as well as economic value; and co-create events with residents who may historically have not been included or have been under-represented in cultural mega-events.

A particular early concern was to ensure that programming leading to wider participation and engagement would be dispersed beyond the ring-road that isolates the city-centre from 'peripheral' communities and neighbourhoods. Many of

these neighbourhoods have distinctive socio-demographic and cultural local identities. This priority led to extensive work to understand the intersecting needs of communities, both through consultation and through analysing non-cultural as well as cultural data, to better understand the multiple differences, preferences, and inequalities in the city.

This was supported by the City Council's Insight Team and the comprehensive data they use to understand and map the geo-demographics of inequalities and other socio-demographic differences in the city. These sources of data were combined in a digital [Cultural Place Profiler](#) to assist needs and location-based planning.



Credit: Dylan Parrin Photography



Credit: Garry Jones Photography

The City Council also conducts a detailed biennial Household Survey including questions on attitudes, levels and variety of cultural participation, wellbeing and social capital. The HHS provided a number of proxy output and outcome indicators from MSOA to City level for the PM&E with a baseline set in 2018 and a final evaluation of indicators based on the 2022 and 2024 surveys.

Quantitative and qualitative needs-analysis to initiate programming and a very strong culture focused on the outcomes from the SoC ensured that the planning and investment in cultural activity was aligned from the beginning to the SoC.

Consultations with communities and key organisations in the city in preparation for co-creation and other community focussed activity was similarly focussed around specific and project relevant outcomes. The centrality of the SoC as a planning and delivery tool

as well as for evaluation was successfully embedded in the pre-pandemic period.

Three teams were established in 2019: Caring City, Collaborative City and Dynamic City, to lead the programming and delivery work. Producers were also embedded in four local organisations supporting the needs of young people, the isolated and homeless and refugees and migrants. In keeping with the outcomes in the SoC, this foundation period included a focus on diversifying cultural leadership and support to build the resilience of the local culture sector.

All of this initial work and other planning and programming activity in 2019 and until March 2020 was disrupted by the onset of the pandemic. The work of the Trust's three teams up until this point did, however, put them in an operational position to respond to the immediate needs of the City's residents and provide significant social value and

economic support for the local cultural sector through a number of 'pledges' made by the Trust as an immediate coronavirus response.

The majority of the interim reporting period has taken place within the context of the on-going months of the COVID-19 pandemic, an unprecedented event which has resulted in difficulties for everyone around the globe and has had a substantial material impact on the design and operation of UK CoC 2021.

It is within this context that the year-long UK CoC 2021 has had to be both planned and delivered, with multiple stresses and challenges to both the planning and delivery of the 2021 programme.

Whilst the Monitoring and Evaluation Programme has not included a process evaluation, with our focus placed deliberately on the strategic drivers of outcomes, impact and legacy, the evaluation

recognises the unique complexities of the context within which the year has had to operate.

These challenges included delaying the 2021 programme for six months whilst continuing to deliver on-line and economic support for the local cultural sector and deliver an unexpected and expansive programme of digital and broadcast events.

The extent to which the Trust has progressed towards its outputs and outcomes during this period is testament to their ability to adapt and respond whilst staying anchored to the outcomes and impacts of the SoC.

## Broader COVID-19 impacts on the City

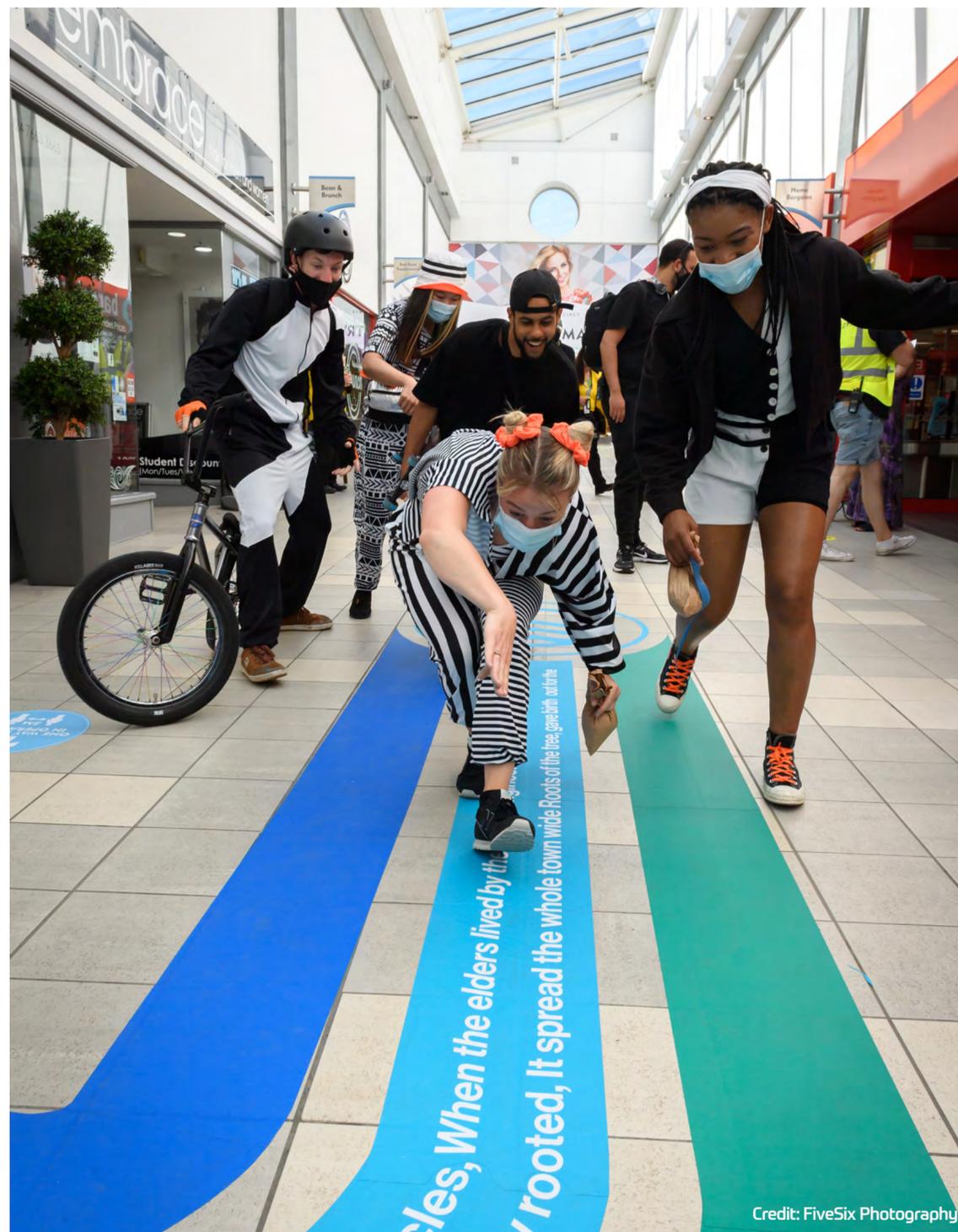
The direct impacts of COVID-19 on the city are evident: up until September 2021 <sup>40</sup> 43,913 of Coventry residents had caught COVID-19 - that is, 11% of the city's population; 3,197 patients had been admitted to UHCW for COVID-19; and 727 residents had died due to COVID-19. Additionally, COVID-19 has caused long-term health conditions affecting the day-to-day activities for thousands of residents; and the associated lockdowns and restrictions have caused disruption to the daily lives of all 379,387 <sup>41</sup> residents in the city.

The social and economic upheaval associated with the pandemic and associated restrictions has had a negative effect on a number of city indicators, with the city facing an increase in unemployment of 1.3% between Jan-Dec 2019 to Jan-Dec 2020 <sup>42</sup> (a bigger increase than regionally or

nationally); a 9.5% increase in overall crime in the year to March 2021 (with particular increases in violent crime, and domestic abuse).<sup>43</sup>

All of this has happened alongside a time of economic difficulty for the city, with the city's economy, as measured by gross domestic product (GDP) per head, decreasing from £29,681 in 2018 to £29,608 in 2019 – a decrease of 0.2% at a time when GDP per head in areas statistically like Coventry grew by 2.7%, and England by 3.0%.<sup>44</sup>

While policy initiatives such as business support grants and furlough schemes have provided some economic relief for businesses and citizens, economic activity has collapsed over much of the year; and this is reflected in a drop in the in-year council tax and business rates collection rates (from 96% to 94% and from 98% to 91% respectively, when comparing 2019/20 with 2020/21).



<sup>40</sup>Coventry City Council, Solihull Metropolitan Borough Council and Warwickshire County Council (2021) Coventry, Solihull and Warwickshire COVID-19 Dashboard

<sup>41</sup>Office for National Statistics (2021) Mid-Year Population Estimates for Coventry

<sup>42</sup>Nomis (2021) Official Labour Market Statistics Labour Market Profile Coventry

<sup>43</sup>Coventry City Council (2021) One Coventry Plan Annual Performance Report 2020/21

<sup>44</sup>Office for National Statistics (2021) Regional Gross Domestic Product: Local Authorities

## COVID-19 impact on culture and hospitality

For the culture and hospitality sectors, COVID-19 has been devastating: the pandemic has resulted in three national lockdowns to date (up to September 2021), which have meant a complete stop to in-person social and cultural activities, as well as a huge impact on associated retail, leisure, and tourism activity.

During the first lockdown, the West Midlands Combined Authority area, including Coventry, saw a 65% decrease in visits to retail and recreation.<sup>45</sup>

This resulted in a shift to digital platforms for social gathering as well as for cultural events - from choirs over Teams to online murder mysteries to dances over Zoom.<sup>46</sup>

As the city emerges from the pandemic, echoes of the city's Phoenix-like resurgence after the Blitz have been highlighted, including global

coverage of the world's first COVID-19 vaccination outside of clinical trials at the city's University Hospital.<sup>47</sup>

In this light, Coventry's title as the UK City of Culture 2021 has been welcomed as affording the city a unique position to support the cultural, social and economic recovery in the city and region. Results from a citizen's sentiment survey commissioned by the Coventry City of Culture Trust (CCCT) showed that there is a strong sense that City of Culture will play an important role in the city's recovery from the pandemic.<sup>48</sup>

Yet, this position, and the programme delivery year, has begun and is continuing within the on-going upheavals and uncertainties of the pandemic, its related economic, social and public health policy, and exactly what behavioural norms will materialise within the 'new normal'. For example, packed clubs, gigs, theatres, and

venues filled with participants, performers, audiences and visitors are the lifeblood of all cultural organisations; associated restrictions on day-to-day activity under the pandemic have severely curtailed the ability of these organisations to survive - let alone thrive - and they continue to operate within a range of additional public health driven requirements and audience expectations.

Following the removal of COVID restrictions in mid-July there were early signs which suggested that "audiences are very positive about the return to in-person live cultural events"; however, it became apparent that audiences were not returning to pre-pandemic levels.

Surveying at both sector level and with the Trust's own audiences indicated that factors such as a requirement for mask-wearing or showing proof of vaccination or

negative tests were preferred by a majority of audiences for building confidence in returning to events. Attendance was also limited by the impacts of contact tracing, group cancellations, limits on capacity and associated costs of cleaning, extra staff and security.

Trust surveying also showed the direct preference for outdoor events, and events in well ventilated spaces, as opposed to indoors. These were perceptions which the Trust had adapted to in the

early planning stage as more learnings around COVID-19 became apparent. Throughout the summer months, COVID sentiment and audiences continued to be monitored.

<sup>45</sup>Coventry City Council and Warwickshire County Council (2020) COVID-19 Health Impact Assessment

<sup>46</sup>Local Government Association (2021) Leisure under lockdown: how culture and leisure services responded to COVID-19 - full report

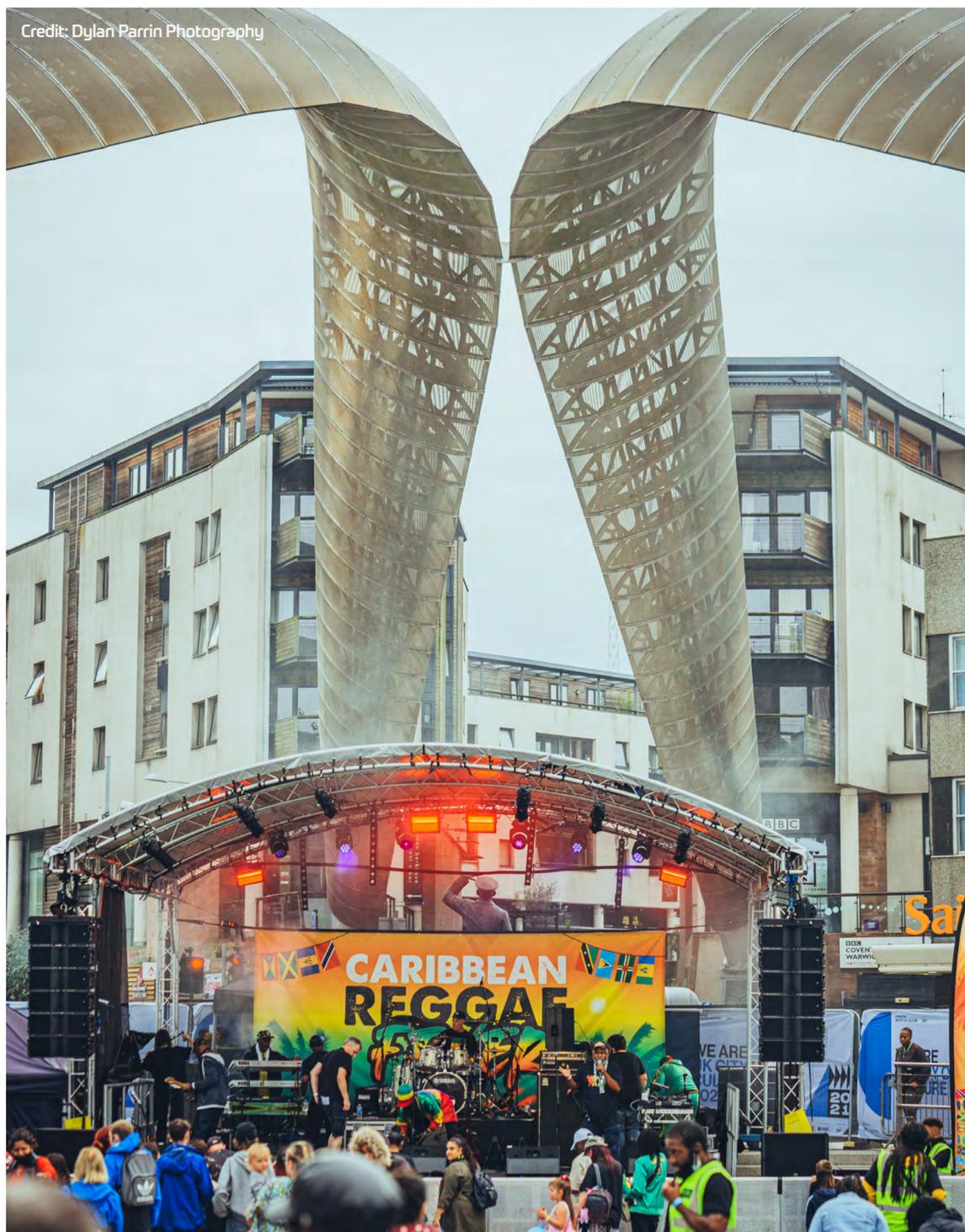
<sup>47</sup>University Hospital Coventry & Warwickshire (2020) World's first patient to receive COVID-19 vaccination discharged

<sup>48</sup>Trust Sentiment Survey undertaken by MEL Research, early 2021

<sup>49</sup>Indigo Ltd (2021) Culture Restart Experience Survey: July update



Credit: Heather Kincaid



Credit: Dylan Parrin Photography

### The Trust’s response to Covid impacts on the local cultural sector

The immediate impact on the UK’s cultural sector was profound. Data from the ONS showed that between March 2020 and June 2020 there was an 80% reduction in GVA in the hospitality sector and 44.5% in the cultural sector. Approximately 70% of workers in the arts and entertainment sector were furloughed under the Government’s coronavirus job retention scheme (CJRS), the second highest after accommodation and food services.

The Trust responded quickly to the immediate threats to the local cultural sector by posting nine pledges to the City on March 18th 2020 and immediately invested over £300k to support livelihoods, commissions, responsive programming and honouring contracts. Complex partnership building and co-creation

activities were moved online, and the Trust offered a full digital programme of activities, many of which were focussed on places and communities in most need including residents in care homes, the homeless and residents experiencing mental health conditions.

During this early period of the pandemic the globe was also shaken by the murder of George Floyd and the subsequent calls for racial justice, voice and representation. Ensuring that the Trust’s own team, the artists being commissioned, and its programme were

representative of the ethnic profile of the City meant that it was positioned to respond to the energy and challenge of the Black Lives Matter agenda at local level.

This interim reporting period also saw increasing global concerns about the impact of the environmental crisis. The original bid for UK CoC 2021 made no reference to the environment, but with foresight the Trust established Green Futures as a major programme theme at city and local levels and committed to environmentally responsible operations and the promotion of environmental responsibility.



Credit: Dylan Parrin Photography



Credit: Dylan Parrin Photography

### Rebalancing expectations; visitors and residents

At the time of bidding there were expectations that the award of UK CoC 2021 would lead to a significant increase of 2.5m visitors to the city and increased GVA from the spend and employment created. Pre-pandemic cultural mega-events have tended to focus on attracting regional, national and international visitors to a city like Coventry to contribute to an economic legacy.

The UK CoC 2021 was intended to balance this economic priority with attention to the lives and environment of those living in the city; a balance between investing in bringing people to Coventry and investing in improving the lives and environment for people in Coventry.

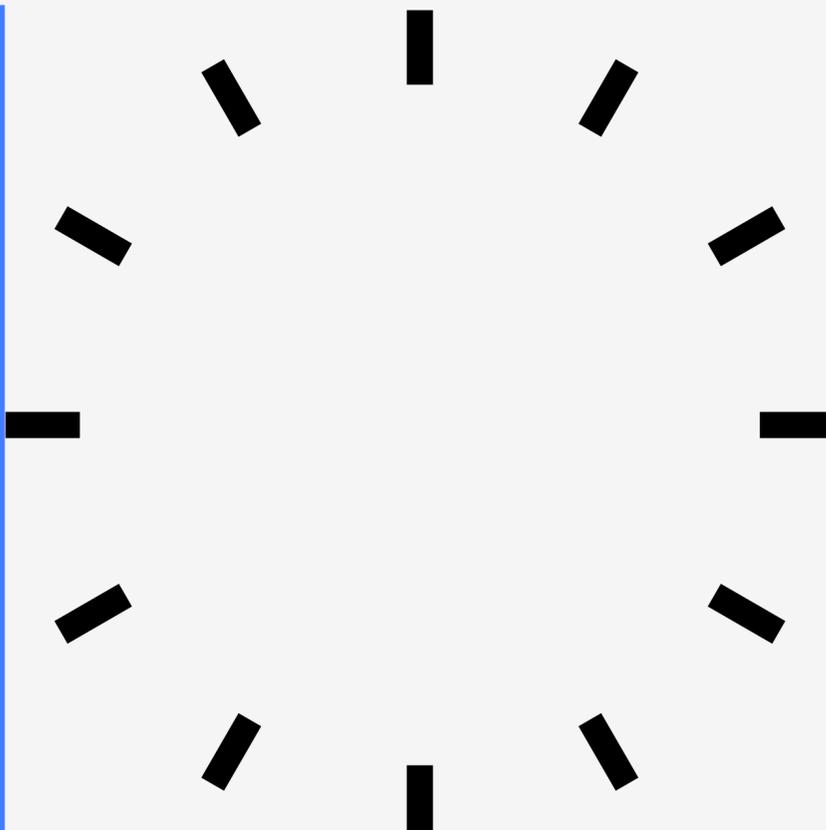
The impact of the pandemic has made it unlikely that Coventry will achieve its in-year visitor target of an

additional 1.5m visitors. Post-pandemic, and with a renewed urgency for environmental responsibility, UK CoC 2021 may be a pivotal point for cultural mega-events in a rebalancing of the economic and recognition value of visitors with the economic and social value to place and residents.

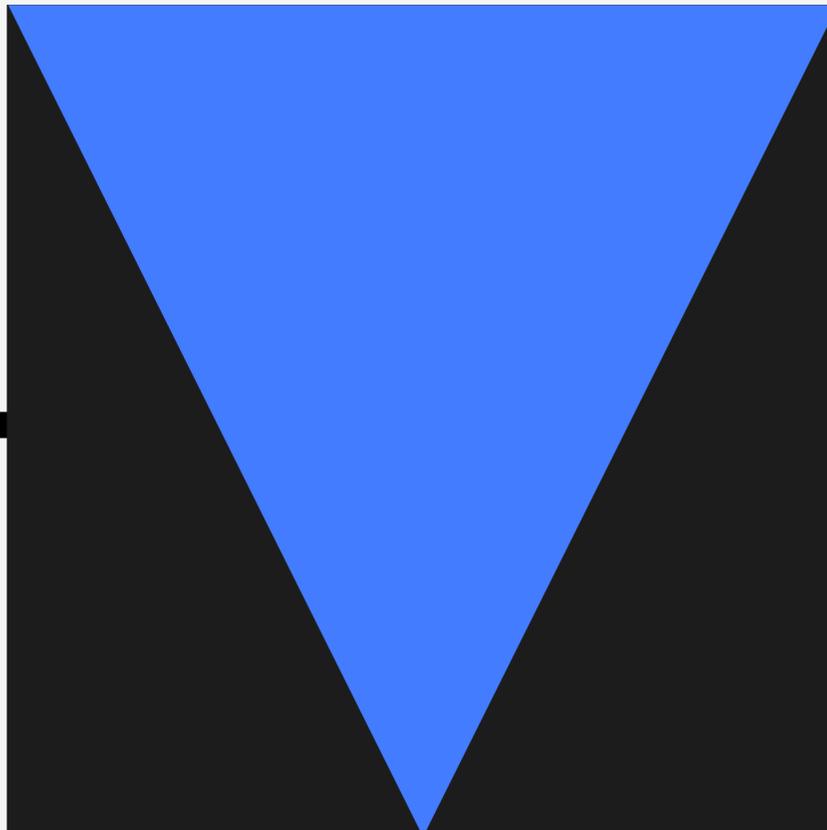


Credit: Dylan Parrin Photography

<sup>51</sup> Out of the 2.5m visitors to the city, the Trust was responsible for generating 1.5m visitors as a direct result of the Trust's programme.



**20  
21**



Credit: FiveSix Photography

**INTERIM  
REFLECTIONS**

## THE UK CoC 2021 EVALUATION PROGRAMME: INTERIM REFLECTIONS ON APPROACH, IMPLEMENTATION AND LESSONS

The City of Culture Trust, in partnership with the two local universities (University of Warwick (UoW) and Coventry University (CU)) and supported by Coventry City Council (CCC), has made a clear commitment to the monitoring and evaluation of Coventry UK City of Culture 2021.

The Trust has done so in a broader UK policy and organisational environment that has seen an acceleration in expectations around evaluation, impact reporting and learning – including for the cultural and creative industries. This includes vibrant debates and developments around the

purpose, methodologies, and practice of evaluation. Headline examples would include the UK Government's latest version of the HM Treasury Green Book: Central Government Guidance on Appraisal and Evaluation, DCMS releasing its Valuing Culture and Heritage Capital Framework, the creation of the Creative Industries Policy and Evidence Centre and the substantial strides being made on social value evaluation alongside the more customary economic assessments and case studies. Furthermore, in response to challenges around transparency, authenticity and lived experience in developing policy and

delivering services, new co-creation and participatory methodologies of evaluation have come to the fore.

It was in recognition of this context that an early decision for the monitoring and evaluation infrastructure put in place for UK CoC 2021, was to constitute a Technical Reference Group (TRG). This group is composed of a range of national stakeholders and advisors to support the navigation of and contribution to new developments (see Acknowledgements).

The TRG is one entry in a timeline within this document that provides an insight into the creation, development and operationalisation of a monitoring and evaluation framework for the UK CoC 2021 embedded within this dynamic evaluation and policy environment. Reflecting on this framework and its timeline we would note a number of aspects.





- **The UK CoC 2021 monitoring and evaluation process started in 2019**, and the Trust's Story of Change and the Performance Monitoring and Evaluation Strategy was published in late 2019 with a revised version published in 2020. This may seem a simple point, but in many previous instances of cultural mega-event programmes, projects and interventions (and policy interventions more generally) evaluation has commenced during or at the end of activities rather than seeking to plan robust, proportionate, and appropriate evaluation data collection at an early stage (including budget and resource requirements).
- More broadly, **implementation of the M&E framework has entailed an on-going process of introduction and debate of the value, role, realities, challenges and burdens of evaluation across organisations,**

**partners and producers.** Early and sustained buy-in and ownership by the Trust Senior Leadership Team has been highly significant as a strategic statement of intent – and which has supported internal Trust procedures to ensure planning of and investment in cultural activity are aligned to Story of Change outcomes.

- **The contextual challenges have included organisational implications from the decision that the evaluation would be led and managed by a partnership of the two universities, the Trust and the City Council** ('the Core M&E group'). These challenges range from a questioning of the 'independence' of the evaluators, to learning to work together as a group under substantial external pressure, and to individual institutional pressures and resourcing challenges.

- The PM&E strategy has **sought to design an evaluation that matches, tracks and narrates the substantial ambitions of UK CoC 2021 and its SoC.** This has not been without challenge – moving beyond events, revenue and participants to who, where and when in the context of city and visitor populations and, ultimately, to how residents have engaged, through what cultural interventions and with what impacts on individuals, communities and the city's social and economic infrastructures.
- In keeping with the aims and objectives of the UK CoC 2021 – there was **a deliberate decision to design an innovative evaluation methodology** seeking to match the assessment of the economic value generated by cultural interventions at scale with an understanding of the equal possibilities of social

value generated at scale by such a mega-event. In both instances, a decision was made to contract out to high quality specialist evaluators in the field (alongside some smaller, deep-dive studies procured from university academics).

- **The purpose of the evaluation is to focus on outcomes and impact rather than a process evaluation of the experience and operational details of putting the year on.** In reality, aspects of the process have been commented on and needed to be considered in assessing the ability of the year to deliver its stated outcomes
- **Supported by Coventry City Council's Insight Team, the geo-demographics of inequalities in the city have been combined with cultural engagement and participation data** to support programme targeting

specifically and the devolved, co-creation of the UK CoC 2021 delivery model more broadly; these sources of data have been combined in an early output, a digital Cultural Place Profiler to assist needs and location-based planning for cultural interventions

The Profiler provides the platform to report evaluation data at MSOA level, so that participation, engagement and qualitative responses are geo-demographically mapped across the City's 42 MSOAs

Unfortunately, as with delivery of the year itself, overshadowing this Timeline and our work has been the impact of the COVID-19 pandemic. Our role, as evaluators, has been set to evaluate the impact, legacy and learning of a very substantial scale and range of culturally inspired activities. The reality has been that the timing, scale, range, and nature of those activities has been a shifting

kaleidoscope as the Trust and its programming teams have responded to the immense challenges of the pandemic. In turn, whilst we have highlighted the positive opening position that, as evaluators, was held at the beginning of this process, the monitoring and evaluation programme has needed to try and adapt to the business planning and programming realities of a pandemic-immersed UK CoC 2021.

One example would be the 'launch event' Coventry Moves in May 2021. In evaluation terms this moved from 'mass footfall and experiences in the city centre' to 'numerous continuously moving cultural displays throughout the city seeking engagement but not crowds', last-minute route changes and a major shift to online coverage including a 'coming together online key moment' requiring extension of online data capture methodologies and metrics.



# INTERIM LEARNING INSIGHTS



Credit: FiveSix Photography



Credit: Garry Jones Photography

## KEY INTERIM LEARNING INSIGHTS

In each of the six previous Progress Reports (PRs) a set of specific Learning Insights has been provided on the programme and monitoring and evaluation activities within the quarter covered. Here the evaluators draw from these to offer a more thematic overview.

### Challenges of delivering a cultural co-creation model at scale

UK CoC 2021 is driven by a model of co-creation and devolved leadership of events with local communities and organisations. A range of learning insights have emerged on the challenges of enacting such a model including its articulation, explanation, and operationalisation amongst an extensive array of stakeholders and communities. This includes the Trust working with groups and individuals who are under-represented or perceived to

be marginalised in the cultural landscape and with some of the most vulnerable groups within the city (e.g. individuals with lived experience of homelessness). This model is at the heart of the UK CoC 2021 approach to social value creation, whereby culture is done with and by the people, not for the people.

The evaluators have highlighted how early pre-year work by the monitoring and evaluation partnership on city, resident and cultural data has supported the ability of the Trust to identify and target 'seldom heard' and

under-represented participants and audiences. Encouragingly, producers have been responsive to data if provided in a timely and easily understood manner. This is a further example as to how the SoC has supported the anchoring of desired social outcomes into cultural programming. Clearly, however, there are challenges – especially to achieve such changes in practice at scale, throughout a city/region.

Firstly, the challenge of implementing this model has included the need for questioning assumptions and making transparent the reasons for, and intents of, the targeted outcomes of selected cultural interventions.

Implementation of this model has called for clarity on the contribution that culture can make to non-cultural outcomes and priorities for those stakeholders whose immediate concerns are not cultural. Culture has not been their usual

intervention tool.

Secondly, co-creation methodologies are intensive in time and resources – especially to engage and negotiate with individuals and organisations with very different cultures, interests, and priorities within tight timelines.

The Trust has sought to work through existing intermediaries and infrastructures, but it still requires a significant investment of time to build relationships with and establish access to these organisations and their beneficiaries.

The extreme challenges of the pandemic, and the associated move to online delivery models has added further challenge – whilst also creating new opportunities for on-line engagement.

Thirdly, as the extended timetable of ramp-up and year commencement continued, sustaining, motivating, and managing momentum across

an increasing number of individual and organisational contacts has been challenging and stressful for the producers in particular. Budget and social distancing uncertainties have made establishing the Trust's commitment through contracts and other formal agreements more difficult to achieve in time.

Finally, wrapped around this operational model of networks and relationships is the essential role of communications and its ability to engage the range and diversity of stakeholders.

This is not just about ticket sales and audiences – rather, given a co-creation environment, this is critical for organisational and partner buy-in and understanding for citizens (and target participants) of what is being co-created and imagined for themselves, their neighbours and their city.

## Early wins and strengths of UK CoC 2021's co-creation approach

Positively, the extra effort required to establish relationships and listen to stakeholders throughout the phases of the programme is showing early benefits for the city and its citizens.

Findings of a Sentiment Survey in early 2021 suggested that there were high levels of awareness and positive expectations of the UK CoC 2021 outcomes and impacts; particularly amongst those residents who may not historically have benefited from public investments in arts and culture.

Subsequently, demographic and qualitative data suggests that the emphasis on geo-distributed programming, hyper-local events and co-creation with residents is successfully driving participation and engagement

in areas and populations with historically 'low' levels of cultural participation. It is also benefiting residents who are financially challenged or with minority ethnic identities.

If the patterns of engagement are encouraging, early qualitative work through social value evaluation activity is starting to demonstrate the 'why and how' of such engagement as part of the process of seeking to understand the pathways from engagement to impact, and to social value generation.

More broadly, outputs and early outcomes of the Trust's work are becoming tangible and visible: through, for example, the impact on the public realm and the distribution of artworks across the city centre; continued events announcements and expanded communications activity; growing recognition of individual citizens and participants such as the new



set of Trustees, Community Connectors, the rising profile of the Leadership Programme cohort, and across small, targeted and diffuse groups of citizens who have been part of project-based co-creation activities.





### The quantitative data challenges and strengths

The Progress Reports have shown a growing array of quantitative data becoming available through monitoring and evaluation systems. Of significance has been the collection of postcodes of participants and audiences from as many events and activities as possible, which already allows for geo-demographic representations of engagement and participation across the city at MSOA level (including local perceptions of quality and sentiments towards the UK CoC 2021 programme and its impacts).

This is due to prior work, whereby postcodes and demographic data allows the fusion of cultural and non-cultural data utilising the unique run of Coventry Household Survey data and an array of robust national (place-based) datasets.

In turn, the Cultural Place Profiler developed by the Trust to understand the differences in cultural participation demographics, levels of deprivation and cultural heritage is providing a valuable learning tool for planning and delivery.

From January 2022, these data flows are beginning to be seen in real-time dashboards. Nevertheless, there have been substantial technological difficulties in delivering the Trust's data plan ranging from data sources, data flows and data collection methodologies. The initial ambition was to connect the Trust's ticketing and Customer Relations Management systems to provide geo-demographic data on participation and distribution and to trigger qualitative surveys.

The plan assumed that if this ambition was achieved it would provide data in time to support planning and delivery based on

a series of live dashboards. For various reasons it has taken until October 2021 five months through the event year) to establish the flow of accurate and comprehensive data required for live dashboards. Capturing data from various external ticketing sources including Assembly for the Festival Gardens has proved difficult.

There have been issues also with the capacity and operational effectiveness of the Trust's ticketing and CRM systems that have made surveying and correlations with geo-demographic data more complex than first imagined. These issues did not impact on ticket sales but have impacted on the evaluation of where and who in the city are engaging.



Credit: Fabio De Paola

### The qualitative data challenges and strengths:

There have also been substantial challenges to capturing social value through detailed qualitative work conducted by the Trust as laid out in the indicators within the Story of Change, and in association with the externally commissioned Social Value Assessment (SVA).

These challenges include gaining early enough access to stakeholders in order to collect a baseline position, developing the underpinning stories of change at project level, and giving privilege to the voices of participants.

This dimension of the work is integral to truly understanding social change and social value yet demanding in terms of time and resource.

Producers and other frontline employees have seen the demands for evaluation as resource consuming and

potentially distracting from cultural production. There are additional emergent signs of evaluation overload/fatigue when certain participants and audiences have been called upon multiple times to respond to various evaluation activities, which can lead to frustration, or at worst diminished capacity for participants to engage meaningfully and impactfully in the events.

To respond to these challenges, more effort is being made to allocate evaluation efforts strategically and representationally, rather than as a universal standard protocol for every event.

In terms of the externally commissioned SVA, the evaluators have had to make resource-informed changes to the scope and breadth of this aspect of the evaluation in order to ensure cost-effectiveness, rigour and depth of findings.

The consultancy, MB Associates, will now focus on five carefully selected case studies upon which to calculate social return on investment.

The aim is to experiment with and validate the methodology and monetisation estimates for these five projects rather than the programme as a whole as initially conceived. In so doing the Trust will have established a Coventry model for SVA for small scale projects in the City and beyond, that can demonstrate to potential funders the economic and social value of participation and engagement in cultural projects.

Strength wise, due to the bottom-up qualitative data processes, cultural producers and evaluators have gained early perspective on the activities enabling and impeding outcomes, including various detailed reasons why individuals engage and benefit from specific interventions.

Over time this critical data will be developed into rich insights as to the ways in which cultural programming can generate positive social change amongst specific populations.

In a nutshell, the early story is of “participants and producers” - and how social value methodologies can illuminate and document these critical relationships for achieving impact but in doing so are likely to entail substantial additional asks which need to be understood and negotiated.



Credit: Dylan Parrin Photography

# PARTNERS AND SUPPORTERS

## Principal Partners



## Major Partners



## City Champions



## Delivery Partners



## Transport Partners



## Other Partners



## 2021 Club

- A.G.G
- Adient
- Advent Communications
- AJA Architects
- Amtico
- Angels Solicitors
- Aquarius Interiors
- Archer Bassett
- Arden Estate Partnerships
- Askews
- Astleys
- Aubrey Allen
- Azets
- Band Hatton Button
- Bansal Estates
- Barberry
- Bhandal Dental Practice
- BHB Law
- Birmingham Airport
- Bludog
- Bluemark Projects
- Brett Martin Daylight Systems Ltd.
- Brilliant Machine Co
- Brindley Twist Tafft and James
- Broadway Malyan
- Bromwich Hardy
- Builders Supply Stores
- Burbidge
- Cadent
- The Camping and Caravanning Club
- Capital FM
- Carwood
- CEF
- Central Hall
- Citizen
- CityFibre
- Clear Insurance Management
- Coachbuilt G.B.
- Contechs
- Coombe Abbey Hotel
- Corrigans
- Coventry & Warwickshire Aerospace Forum
- Coventry Building Employers' Charity
- Coventry City Football Club
- Coventry Plumbing and Heating Supplies
- Coventry Rugby FC
- Coventry Scale Company
- Coventry School Foundation
- CS Clean Systems (UK) Ltd CU
- Coventry
- Dafferns LLP
- Dains LLP
- Deeley Group

- Dhillons Brewery
- EDG Property
- Envisage Group
- Envisage Sales & Lettings
- Fanuc
- FarGo
- Fraikin
- Free Radio
- Friargate Coventry
- Gallagher
- Galliford Try
- George Pragnell
- Get Solutions
- GL Events
- Godiva Harriers
- GOM
- Hall Brothers
- Hammons Solicitors
- Harrabin Construction
- Harrison Beale & Owen
- Headred
- Heart of England
- Co-operative
- Hutt Professional Financial Planning
- IDP Group
- Image+
- Jade Brand Agency
- Jaguar Land Rover
- K B Benfield Group
- KB Transport Solution
- Lakeside Landscapes
- Leadec
- Leap IT
- Loveitts
- Lower Precinct Shopping Centre
- Mander Hadley
- McDonald's Coventry
- mCreat
- MDG Architects
- Medwell Hyde
- Mirius
- Morelli Group
- Moseley Signs
- Net Visibility
- Nimbus
- Objectivity
- OCR
- Osbornes
- Payne Associates
- Pargetters Funeral Service
- Peacock Insurance Peugeot
- Power Torque Engineering
- Premier Health Products
- Prime Accountants

- Prontaprint Coventry
- Protel Fieldwork
- Quaker Houghton
- Ramada Hotel & Suites Coventry
- RDM Group
- Resorts World Birmingham
- Rowley Auto
- Rotary Clubs of Coventry
- Shakespeare Martineau
- Shawmind
- Shearer Property Associates
- Shergill Dental Implants
- Skydome Coventry
- Spencer Gardner Dickens
- State Bank of India
- Study Inn Group
- Subway
- T Five Properties Limited
- Telegraph Hotel
- Telent
- The Box Factory
- The Iliffe Family Charitable Trust
- The Manufacturing Technology Centre
- The NEC Group
- The Wigley Group
- Tom White Waste
- Twycross Zoo
- UK Mail
- UNINN
- Upper Precinct
- Utility Team
- Warwick Independent Schools Foundation
- WCG
- West Orchards Shopping Centre
- Whiteley Brooks Engineering
- Wilson's Funfair
- Wright Hassall
- XL Motors

## Founding Presidents

- Keith Bradshaw OBE DL
- David Burbidge CBE DL
- Sir John Egan
- Roger Medwell MBE DL
- Mrs Janet E Moore
- Sir Peter Rigby KBE DL
- Baljit Shergill

## ACKNOWLEDGEMENTS

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### Additional Research and Data Provided by

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**MB Associates**

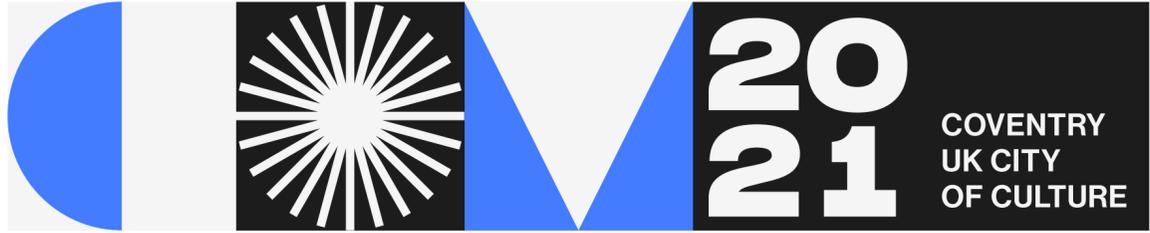
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# PERFORMANCE MEASUREMENT & EVALUATION INTERIM REPORT

**APPENDIX: METHODOLOGICAL/  
TECHNICAL NOTES | COVERING  
THE PERIOD UP TO NOV 2021**

**DEC 2017 – NOV 2022**

**PRODUCED – DECEMBER 2021  
PUBLISHED – JANUARY 2022**



Credit: Andrew Moore

# INTRODUCTION

The Performance Measurement & Evaluation (PM&E) Strategy when published initially in October 2019 and then revised in January 2020 laid out several guiding principles for the evaluation of the UK CoC 2021. These included the need to be transparent, the need to not over-claim and to be compliant with the HM Treasury's Green and Magenta Books. This document details the methodological and technical detail behind the calculation of the key statistics and data and provides understanding into how these figures have been established.

The evaluation of the UK CoC 2021 is an organic process, and the methodology relating to the presentation of key statistics has and continues to evolve. The evaluators are continuously reviewing, interrogating, validating and if required revising figures in line with this evolved methodology.

To date, the evaluators have published six progress reports relating to activity up to 30 June 2021, following a key review of methods undertaken in partnership with an external consultant, certain methodologies have been strengthened and tightened. Details of any changes to previously reported figures are detailed in this document as is the rationale and reason for changes.

As the delivery of the UK CoC 2021 is devolved to community groups, external production companies and city stakeholders to best suit the needs of the citizens of the city, certain data is provided by partners and therefore comes with data limitations and challenges, again these are detailed in this document.



Credit: Mandip Sehra

# METHODOLOGICAL/ TECHNICAL NOTES

## Technical Note 1

Through the Trust's ticketing partner, The Ticket Factory, 84,961 tickets were issued to City of Culture and City of Culture Associated Activities. This figure does not include 'Taking Place In' events and relates only directly to City of Culture events and activities. The figure relates to events which took place up to 30 November 2021. This figure is only tickets issued and does not include unticketed events.

Data received from Assembly Festival Gardens shows that 76,594 tickets were issued for the Assembly Festival Gardens in Coventry which took place between July and October 2021. This number does not include attendance at unticketed events, only the tickets issued through the Assembly ticketing system.

## Technical Note 2

The figure of 52,000 has been calculated through clicker counts of attendance at unticketed events and from events which have been produced and delivered by partners through the Trust's devolved production model.

## Technical Note 3

This figure covers the period since December 2017 and includes:

- Ticketing Data
- Clicker Counts at Unticketed Events
- Attendance Data from Partners (this data does go through a process of scrutiny to ensure the most accurate figures are reported)
- Unique Viewers of Online/ Digital Content (N.B. unique viewers are counted not the higher figure of total views)

## Technical Note 4

This breakdown of segmentation has been calculated through analysis of valid and complete postcodes collected through the booking process with the Trust's box office or Assembly Festival Gardens. Data relates to tickets issued to Coventry residents. Only postcodes which are complete and valid are used in the analysis (n: 31,645 postcodes against all bookings). ACORN Segmentation is provided through the Insights Team at Coventry City Council.

## Technical Note 5

Engagement and Consultation data is captured through the monitoring of diaries of the Trust's Producing, Programming and Production teams as well as the Creative Director. This data does not include operational staff such as Marketing, Communications, Ticketing and Executive staff, just those who are most actively engaged in the planning of the programme in regard to co-creation.

## Technical Note 6

Public events and activities are logged by postcode to allow the Trust to understand where activity is taking place and to ensure cultural activity is geographically dispersed across the city. These postcodes are then converted to MSOA and Ward against the geospatial coding used by the Office for National Statistics, this allows for data to be compared to other national and local datasets for deeper analysis post UK CoC 2021.

## Technical Note 7

Records maintained by the Trust's Arts Education Manager show there has been engagement from 106 of the 127 schools in the city. This equates to 83.46% of schools in the city.

## Technical Note 8

The following is methodology provided by Kantar Media who undertake the media monitoring on behalf of the Trust:

Advertising Value Equivalent (AVE) is created by the rate of placing a full-page advertisement in the publication divided by the page size to produce a cost per cm<sup>2</sup>. This is then multiplied by the cm<sup>2</sup> size of the clipped article to produce the value figure that is appended to the article. For online sources AVE is an overall value for the entire site – this is worked out through a methodology which combines unique visitor data, the amount of clicks an ad on that site receives and cost per click the advertiser pays.

## Technical Note 9

Four Communications who are the press and communications agency working with the Trust monitor media by type and have logged 126 pieces of coverage where Coventry is the promoted destination.

**Technical Note 10**

The Trust commissioned AMION Consulting in April 2020 to undertake the Economic Impact Assessment of the UK CoC 2021.

Their independently undertaken report which details the economic benefits is available [here](#).

**Technical Note 11**

Employment data relating to the Trust is captured through the Trust's HR systems. The number of direct jobs relates only to those who are in contracted employment at the time of reporting. This means that only current employees are counted. Previous employees and roles which are vacant or redundant are not counted.

**Technical Note 12**

These figures have been calculated through the Trust's financial system. The figures relate specifically to the delivery of programme activity and only completed purchase orders (where the supplier has been paid) are counted. Transactions

are coded against specific programme activity. The number of artists also includes groups of artists for example a band of six may perform at an event but as there is one supplier in the finance system only one is counted. Previously individual members of a group have been counted; however, this increased the room for error. Therefore the methodology was strengthened and revised, the figures presented here supersede all previously reported figures in Progress Reports.

**Technical Note 13**

Postcodes relate to the records directly in the Trust's financial systems. The figures here differ from those previously reported in Progress Reports which were taken from the Trust's financial system and monitoring forms. As the data collected on monitoring forms is dynamic, not always complete on time for reporting and includes the indirect artists/ group of artists, freelancers and organisations for accuracy only those in the Trust's financial

system will be reported. After the completion of UK CoC 2021, the data collected on monitoring forms will be reported and will be presented with the appropriate statistic robustness including the margin of error at an appropriate confidence level.

**Technical Note 14**

Through co-creation, working directly with communities or through supporting local arts organisations in the city through grants and financial support there has been a devolved system of production in place. Further contracting of artists/group of artists, freelancers and organisations has been undertaken by external production companies, community groups and external producers. One such example is the three Party on the Green events where the Trust commissioned an external production company who were then responsible for engaging a further 75 performers – therefore the 75 performers are included in this estimated figure.

**Technical Note 15**

This data at present does not include Assembly Festival Gardens data.

**Technical Note 16**

Monitoring data collection in relation to the Leadership Programme was undertaken by the Coventry City of Culture Trust and validated by Coventry University who are undertaking the programme evaluation of the Leadership Programme.

Data presented here (n: 15 responses) is related directly to the 15 individuals in the cohort on the Leadership Programme.

**Technical Note 17**

EnV and CUSU, delivery partners of the City Host programme submit monthly monitoring reports in relation to all registered users in the volunteering programme. The data presented here was submitted on 3 November 2021. The data submitted is an extract from the volunteering management software which is used to

manage the delivery of the City Host programme.

**Technical Note 18**

Wellbeing data is collected through surveys of participants who are engaged with projects which are taking place over a period of time for example a series of workshops taking place over ten weeks with the same cohort throughout. The Trust makes use of the Warwick and Edinburgh Mental Wellbeing Scale, which has been used in Coventry for many years. (S)WEMWBS data is collected at the beginning of the intervention and two weeks at the conclusion of the intervention to really understand the changes in mental wellbeing for those participants. This element of the Monitoring and Evaluation work is as of November 2021 contributing to a What Works Centre Wellbeing evidence review.

### Technical Note 19

Between May 2021 and November 2021, 35 surveys were issued across the UK CoC 2021 programme. Responses were collected through online surveys issued to ticket bookers and also through in person surveying/ interviewing.

- 92% of survey respondents strongly agreed or agreed that they had a good time (n: 4,485 responses, therefore a 1.5% margin of error at a 95% confidence level calculated against a 213,000 population [161,555 tickets issued plus 52,000 attendance at unticketed events]).
- 91% of survey respondents rated the quality of the events as very good or good (n: 4,714 responses, therefore a 1.4% margin of error at a 95% confidence level calculated against a 213,000 population).
- 57% of survey respondents stated that their perception of Coventry had improved through attending or

participating (n: 4,118 responses, therefore a 1.5% margin of error at a 95% confidence level calculated against a 213,000 population).

- 76% of survey respondents strongly agreed or agreed that the event increased their pride in Coventry (n: 4,614 responses, therefore a 1.4% margin of error at a 95% confidence level calculated against a 213,000 population).

### Technical Note 20

The number of community participants and co-creation workshop are logged at project level within the Trust.

### Technical Note 21

21 events in the period up to 30 November 2021 that went through the Trust's ticketing system were in green and blue spaces. In addition, unticketed events such as Roam + Dwell, Highly Sprung's CastAway, Walking Forest, Nature Nurture and elements of Small Bells Ring also took place in green and blue spaces meaning in excess of 25

events has taken place in green and blue spaces.

### Technical Note 22

Of the 21 events identified on the Trust's ticketing system, 18,951 tickets were issued.

### Technical Note 23

The young people involved with the [Youthful Cities programme](#) are detailed here

### Technical Note 24

This is the total amount of funding awarded through the International Changemakers Bursary programme.

### Technical Note 25

Details of Coventry Moves are included in Progress Report Six.

### Technical Note 26

This figure has been generated through analysis of the Trust's financial records and was provided by the Trust's Management Accountant.

