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PERFORMANCE MEASUREMENT AND EVALUATION

PROGRESS REPORT FOUR

OCTOBER 2020 – DECEMBER 2020



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COVENTRY
UK CITY OF CULTURE 2021



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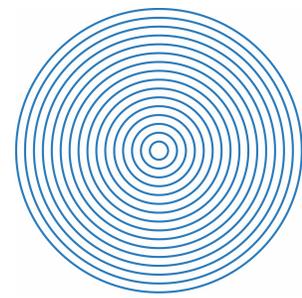
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March 2021

Cover Image: Coventry Architecture by Garry Jones

EXECUTIVE SUMMARY



This progress report covers Trust activity between October - December 2020. The Trust responded during the reporting period to challenges that tested and strengthened the Trust's agility and ability to adapt to rapid changes and continuing uncertainty. The quarter began with Coventry in Tier 3 and ended with a total lockdown comparable to the constraints of the first lockdown in March 2020. This required the Trust to manage the immediate impacts of the pandemic on planning and development and to make continuous programme revisions for the May 2021 – April 2022 programme in response to government pandemic management scenarios.

In turn, Monitoring and Evaluation (M&E) activity has responded to timetable and programme revisions whilst seeking to maintain coverage and momentum for what remains an extended build-up period. For these reasons this progress report follows the format of previous reports in covering a sample of events and activity and the progress of the Trust's work towards the outcomes and impacts in the City of Culture 2021 [Theory/Story of Change](#).

Over this reporting period there was a 26% increase stakeholder engagement from the Trust's Producing, Programming and Production teams as well as the Creative Director. The majority of time was spent working with delivery partners, cultural organisations and venues and community organisations. This activity reflects progress towards co-created events for the programme and the necessity of re-negotiating outputs and expectations in the context of further delays and uncertainty to the timings and viability of the 2021 programme delivery.

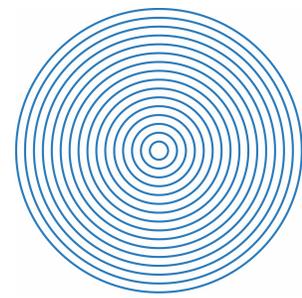
The Trust successfully delivered its first major test event; Coventry Glides – ice-skating at Coventry Cathedral - in this period. The event was fully booked despite lockdown restrictions and tested partnership working, ability to deliver a city-centre event under lockdown restrictions and the new ticketing system. Lessons learnt by the Trust will be applied to future large scale event planning.

As in the previous quarters of 2020 the Trust has continued to provide a wide range of online and other events, and, overall, achieved significantly increased levels of participation and engagement across the city. A sample of events and their extent and breadth of engagement across different citizen groups, including exceptions, are analysed in this report. There are remaining obstacles to address. An analysis of digital exclusion carried out by the City Council's Insight Team in the first quarter of 2021 will provide data relevant to understanding the barriers to online cultural participation and implications for post-lockdown targeting and recovery in those communities most affected by digital exclusion.

In the absence of a full live programme, the activity of the Trust has focussed on strengthening and developing the local cultural sector and community organisations as the foundations for legacy. This activity includes leadership programmes, business and creative development support, training, procurement and recruiting local talent.

In October 2020 the Trust announced the first fifteen events for the 2021 programme which provided a measure of the reach of the Trust's marketing and communications with its media partners.

EXECUTIVE SUMMARY



In response to learning insights provided in [Progress Report 3](#) (July - September 2020) the Trust has:

- Developed the data systems required to automate ticketing, Customer Relations Management (CRM) and surveying which are now expected to be fully operational by May 2021
- Improved systems for reporting to funders
- Developed live dashboards and digital reports
- Recognised the demands of qualitative data capturing and monitoring through a new post to support the Monitoring and Data Manager
- Engaged with the digital divide through providing cost-free Zoom calls for phone users
- Raised the profile of community events supported by the Trust through social media, blogs and news media outputs.

In the next reporting period January - March 2021, we will evaluate data from a number of new external sources. These will include: first reports from the economic and social value assessment contractors; the Coventry Household Survey 2020; and sentiment and social listening analyses. The M&E team is still expecting to move to live dashboards for engagements and audiences in May 2021

In this report we have aligned the Trust's activities with the [Theory/Story of Change](#).

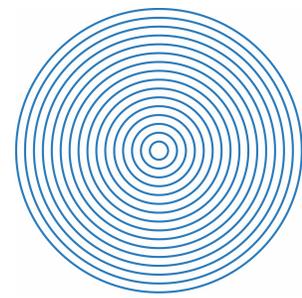
Outcomes covered in this period are:

- Cultural leadership and programming reflect and represent the demographics of the city
- Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector
- Collaborative national and international cultural programming increases Coventry and the region's global presence
- Increase in civic pride

The majority of activities covered in this report relate to the first two outcomes and these key outputs:

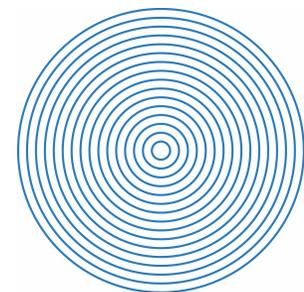
- Human resource capacity development in the cultural sector in Coventry
- Targeted representation of citizens of the city in cultural leadership and programming
- Programmes, planning and production of events involving Coventry communities

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ENGAGEMENT AND AUDIENCE HEADLINE STATISTICS



Stakeholder Engagement

As of 31 December 2020, the Trust has engaged in an estimated 7,470 hours of consultation and planning work since winning the UK CoC title in December 2017

During this reporting period the producers and production team delivered 1,870 hours of online consultation and planning work with stakeholders. This is a 26% increase from the previous reporting period (1,481 to 1,870 hours); overall, there has been a 48% increase in time spent working with stakeholders over the second half of 2020. These data do not include the Chief Executive's additional hours of engagement with national and regional stakeholders.

Of the 1,870 hours in this reporting period:

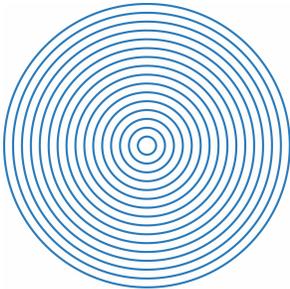
- 536 hours were delivered by the Caring City team;
- 392 hours were delivered by the Collaborative City team;
- 507 hours were delivered by the Dynamic City team;
- The remaining 435 hours were delivered by the Creative Director, Production and Operations teams.

In this period, 198 different stakeholders were engaged¹:

Type of Stakeholder	No. of Stakeholders	No. of Hours
Key Funding Partners (DCMS, ACE, Lottery Funders)	5	21
Delivery Partners	21	498.5
Strategic Partners	8	305.5
Commissioning Partners	10	63.25
Local Business	13	49
Individual Citizens	5	9
Cultural Organisations / Venues	73	379.25
Community Organisations	32	223.25
Local Authority	4	87
Faith Organisations	4	17.75
Media / Press Outlets	13	57.25
Health Organisations	4	28.25
Charities / Support Organisations	6	131
Total	198	1,870

¹ The data presented here is captured through 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.

ENGAGEMENT AND AUDIENCE HEADLINE STATISTICS

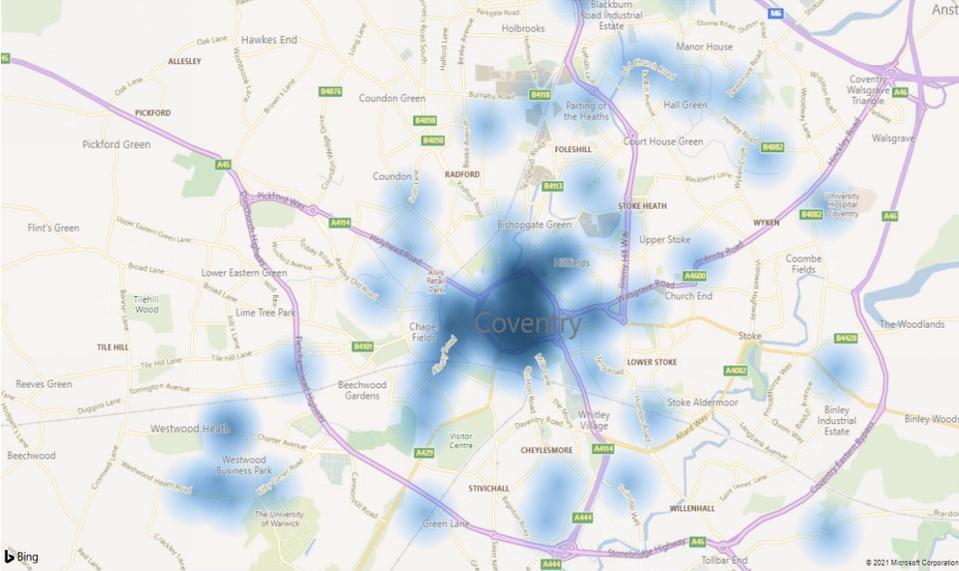


Delivery partners, cultural organisations and venues and community organisations make up 63% of the stakeholders engaged with and account for 58% of engagement time. This reflects progress towards co-created events for the programme and the necessity of re-negotiating outputs and expectations in the context of further delays and uncertainty to the timings and viability of the 2021/2022 programme delivery.

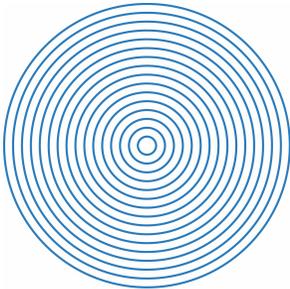
All of this engagement took place online. When the postcodes of the community groups, organisations and individuals are heat mapped over the city, there is a strong concentration of engagement with individuals and organisations who are based in the city centre.

Nevertheless, out of the 198 different stakeholders engaged in this period, their location equated to 96 unique postcodes, of which 74% are within Coventry (CV1 to CV6 postcode), 21% are from the wider West Midlands area, 7% from elsewhere in the country and 3% international.

Overall, activity is geographically dispersed across the city, although there is a visible cold spot in the North West. The City Council's [Cultural Asset Map](#) highlights that there are fewer cultural assets and organisations located in this area of the city.



ENGAGEMENT AND AUDIENCE HEADLINE STATISTICS



Audience Engagement

During this reporting period there were just over 20,000 points of audience engagement through a City of Culture event, or a City of Culture supported event. A point of engagement is attendance at an event in person or virtually, those engaging digitally through online content and those streaming or watching content digitally. The bulk of this engagement came through attendance at Coventry Glides (16,293 people). This total may include multiple engagements from individuals who attended Coventry Glides and another event or engaging with content online as only Coventry Glides was ticketed during this period.

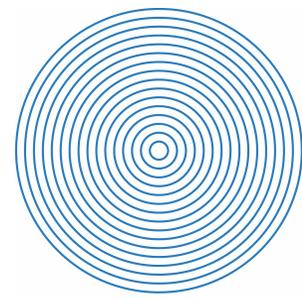
From January 2021, as the Trust's online ticketing and CRM systems develop further, there will be more accurate counting of individual participants with processes in place to avoid duplication in audience totals.

In total, since December 2017, there have been over 130,000 engagements with City of Culture events or City of Culture supported events.

Compared side-by-side with engagement in the previous reporting period (PR3) there is a significant uplift in engagement levels as a result of live attendance at Coventry Glides. The geographical dispersal of engagement in this reporting period includes more communities and neighbourhoods in the city. In PR3, engagement was across all 18 wards but not necessarily all communities within the respective wards, in this period engagement has shifted significantly as can be seen in the side-by-side comparison. Despite this there are some cold spots on the map which have remained consistent between reporting periods, these are circled and detailed in the following pages.



ENGAGEMENT AND AUDIENCE HEADLINE STATISTICS



There is a strong and fairly even distribution of engagement. There are three areas with lower levels of engagement. Upper Foleshill MSOA,² Canley & Torrington MSOA, and Allesley Village & Bablake MSOA are noticeably lighter on both the maps.



The heat map above is a composite of engagement from PR3 and PR4, what is evident here is that the cold spots have remained consistent despite a major increase in activity.

The first two areas are known to have the lowest levels of historical and current cultural participation from previous household survey data (three or more times in a twelve-month period, excluding pubs, clubs and cinemas). Residents in both of these MSOAs live with the highest levels of multiple deprivation in the city and residents tend not to travel to participate in culture and events.³ Canley and Torrington are, however, within walking distance of the Warwick Arts Centre which could provide the catalyst for increasing levels of participation in this neighbourhood.

When these two areas are compared with digital exclusion data provided by the Internet User Classification data, there is a correlation with the lower end of the digital inclusion spectrum. This is most noticeable in Upper Foleshill which is one of the most digitally excluded areas of the city.

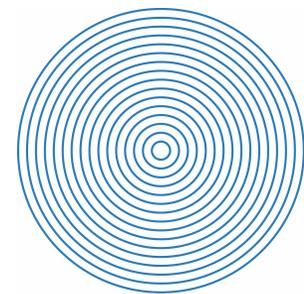
In contrast, Allesley Village and Bablake residents live with the lowest levels of multiple deprivation in the city, the population is generally older, travel less and tends to engage with more traditional forms of culture than were offered in this reporting period, for example theatre, ballet and opera.⁴

² Middle Layer Super Output Areas (MSOA) are a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales. This allows for data to be presented in more granular detail.

³ Household Survey 2018

⁴ The Audience Agency Booker Data 2018/19

ENGAGEMENT AND AUDIENCE HEADLINE STATISTICS



The Trust in previous reporting periods has demonstrated that levels of participation can be increased through programming that is based in target neighbourhoods – the Foleshill based Carnival of Lights in November 2019 (reported in PR1) is a positive example of this effect. The work of the Collaborative City team currently being planned and co-created with communities and neighbourhoods will also see an increase in engagement from low participation MSOAs if successful.

Further, Warwick Arts Centre successfully bid for Spirit of 2012 funding during this reporting period to work more closely within Canley and Torrington on co-created community based cultural activity in the expectation that it will increase levels of cultural participation.

Of those individuals engaged during the period of October to December 2020, and who completed a survey⁵:

- 79% were residents from the CV1 to CV6 postcode area, an increase of 10% from audiences in the previous quarter – this may be due to COVID restrictions which restricted attendees at Coventry Glides to Coventry, Warwickshire and Solihull
- 12% were from Warwickshire, an increase of 5% from the previous quarter
- 6% were from elsewhere in the UK and 3% were international
- 74% identified as female
- 42% of respondents stated they were over the age of 50 years old, 42% of respondents stated they were between the ages of 35 and 49, 12% were aged 20 to 34 and 4% under the age of 19
- 12% identified as having a disability or long-term health condition⁶
- 12% identified as LGBT

- Participants identified as:
 - 69% White British (Coventry – 66.6%⁷)
 - 9% White Other, White Irish, or White Gypsy or Irish Traveller (Coventry – 7.2%)
 - 4% Black, African, Caribbean, or Black British (Coventry – 5.6%)
 - 12% Asian or Asian British (Coventry – 16.3%)
 - 4% from a Mixed or multiple ethnic group (Coventry – 2.6%)
 - 2% being from any other ethnic group (Coventry – 1.7%)

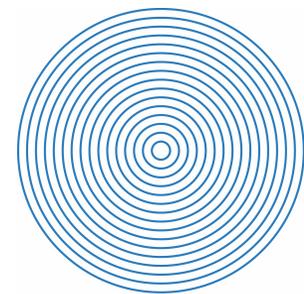
The aggregated demographics for this period show a greater engagement by White British and older residents than in previous reporting periods which is a result of the demographics of attendees at Coventry Glides, which are detailed later in this report.

⁵ A representative sample of 428 from the total figure of 21,000, with a 95% confidence level this provides a margin of error of 4.7%.

⁶ It is estimated 18% of the working age population of Coventry identify as having a disability of long-term health condition. Household Survey 2018

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

RECRUITING LOCAL TALENT



Alignment with Theory/Story of Change

Key Outcome: Cultural leadership and programming reflects and represents the citizens of the city

Key Output: Targeted representation of citizens of the city in cultural leadership and programming

Key Activity: The Trust has expanded its Team in preparation for the full delivery of the 2021 programme. It has maintained its commitment to recruiting local talent that is representative of the city's demographics. In addition, the majority of artists and freelancers working with the Trust during this period have been from the city region

Trust Team: At the completion of the reporting period on 31 December 2020, the Trust had 79 employees including a new cohort of 14 apprentices. The continuing increase in employment has provided the opportunity to ensure the team is representative of the demographics of the city.

Overall (as of 31 December 2020):

- 63% of staff identified as female
- 20% identify as having a disability or long-term health condition, this is a decrease on previous reporting but still remains just above the average of working aged adults in Coventry who identify as having a disability or long-term health condition at 18%⁸
- 75% of the Trust team were under 40 years of age, this is comparable to the Coventry median age of 32 compared to the national median age of 40⁹
- 25% of the team identify as LGBT

- Reflecting the cultural diversity of the city and region¹⁰:
 - 60% identified as White British (Coventry - 66.6%¹¹)
 - 8% identified as White Other, White Irish, or White Gypsy or Irish Traveller (Coventry - 7.2%)
 - 10% identified as Black, African, Caribbean, or Black British (Coventry - 5.6%)
 - 7% identified as Asian or Asian British (Coventry - 16.3%)
 - 8% 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%)
 - 7% preferred not to say

Artists & Freelancers: As of 31 December 2020, the Trust has worked with 218 artists and 159 freelancers in delivering the build-up programme. Of these, 72% of the artists and 63% of the freelancers have been from Coventry (CV1 to CV6 postcode), with a further 8% of artists and 21% of freelancers being from the wider West Midlands area.

⁸ 2011 Census – www.coventryrugbyccg.nhs.uk/mf.ashx?ID=b4df9b3d-da84-4ee1-8f55-1d53ed898a2b

⁹ 2016 Annual Population Estimates – https://www.coventry.gov.uk/info/195/facts_about_coventry/2435/populationanddemographics/2

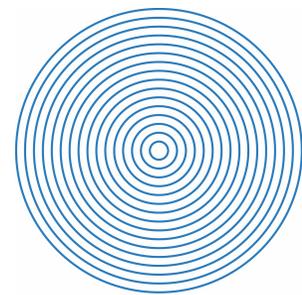
¹⁰ The categories presented here and throughout this report are the headline categories regarding ethnicity in use by the Office of National Statistics for describing ethnicity. It is not possible to break these categories down further as individuals then can be identified through one of their protected characteristics.

¹¹ 2011 Census – <https://www.coventry.gov.uk/info/195/factsaboutcoventry/2435/populationanddemographics/3>



MAJOR EVENTS

COVENTRY GLIDES



Alignment with Theory/Story of Change

Key Outcome: Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector

Key Output: Arts and culture events involving physical activity and other health and wellbeing activity

Key Activity: Coventry Glides was the first major public event planned by the Trust. It provided a test bed for a city centre event and its impact on city centre footfall and business turnover. It required partnership working with City Council Events, Planning and Licensing, Director of Public Health, West Midlands Police, Coventry Cathedral and the Business Improvement District (BID). It tested the Trust's ability to plan and deliver a major event in a COVID environment, to work with a range of local/national suppliers and was a pilot for the Marketing, Branding, Comms and Ticketing teams (e.g., new ticketing system and post-event surveying). The event took place under COVID-19 restrictions and provided the opportunity to design socially distanced and safe attendance

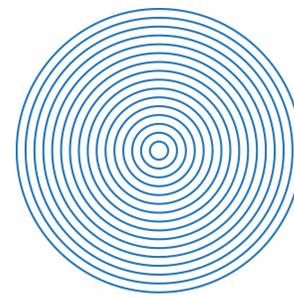
The main output of the Trust's work during this period was the production of Coventry Glides which saw the historic ruins of Coventry Cathedral turned into an ice-skating rink for the Christmas period. It was developed in partnership with the Coventry Business Improvement District (BID) and Coventry Cathedral. Coventry Glides encouraged visitors from the wider area (Coventry, Warwickshire and Solihull) into the city centre, for entertainment and physical activity.

Running throughout December 2020 (Friday 4 December to Wednesday 30 December), Coventry Glides operated under Tier 3 COVID-19 restrictions and proved to be a good test of the partnership between the Trust and Director of Public Health at the City Council to ensure the event was delivered in a COVID-secure way.

In total, 16,293 tickets were sold (this figure excludes all cancelled sessions due to the weather and then due to further restrictions coming which required early closure of the rink).

MAJOR EVENTS

COVENTRY GLIDES



The event was due to continue into January 2021, however Coventry entering Tier 4 status and a subsequent national lockdown required closure on December 30th. Tier 3 status required that the event could only be attended by those living in Coventry, Warwickshire or Solihull. In total, 68% of bookers for Coventry Glides were from Coventry, 21% were from Warwickshire and 11% from Solihull. The event provided the opportunity to test the Trust's ticketing system and data capture methods. Coventry Glides was the first opportunity to test the customer satisfaction and event evaluation surveying processes at scale. It suggested the following issues:

- To improve survey accuracy and sampling, the ticketing system needs to be linked to the new CRM system as soon as possible; this will allow targeted surveys to be automatically enabled.
- A further method of eliciting survey responses would be to incentivise survey participation.
- Once safe to do so, there will be opportunity to have in-person evaluators at the event following Market Research Standard guidelines for data collection; this could be delivered by City Hosts who volunteer for and are trained in on the ground evaluation.

As a test of the Trust's ticketing systems, respondents were also asked about the booking process as part of the survey in order to improve operational efficiency. Overall, 71% of respondents rated the ticket booking experience as very good or good. There were a small number of respondents who were unhappy with the booking process, nearly all of these respondents had tickets cancelled due to inclement weather and had to rebook themselves, sometimes paying higher prices due to the dynamic pricing strategy and this issue will be resolved for future events which may experience similar circumstances.

Analysis of data provided by the ticketing system for Coventry Glides and correlation with ACORN segmentation shows that bookers within Coventry tended to come from areas with higher rates of cultural participation than the city average and with higher levels of disposable income than the average. The event was extensively advertised to Go CV+ users¹² and free tickets were issued to schools. Go CV+ users were offered a discount for the first two weeks but only 14 tickets booked using the offer. The Trust will review the efficacy of dynamic pricing, Go CV+ and distribution of tickets to schools in enabling inclusive engagement with large scale ticketed programme events.

¹² The Go CV program offers a free discount card to any Coventry resident. Go CV cards provide free entry to museums, discounted fitness courses, and access to community garden allotments. Coventry provides further Go CV+ discounts to qualifying residents including students, pension recipients, and residents receiving support.

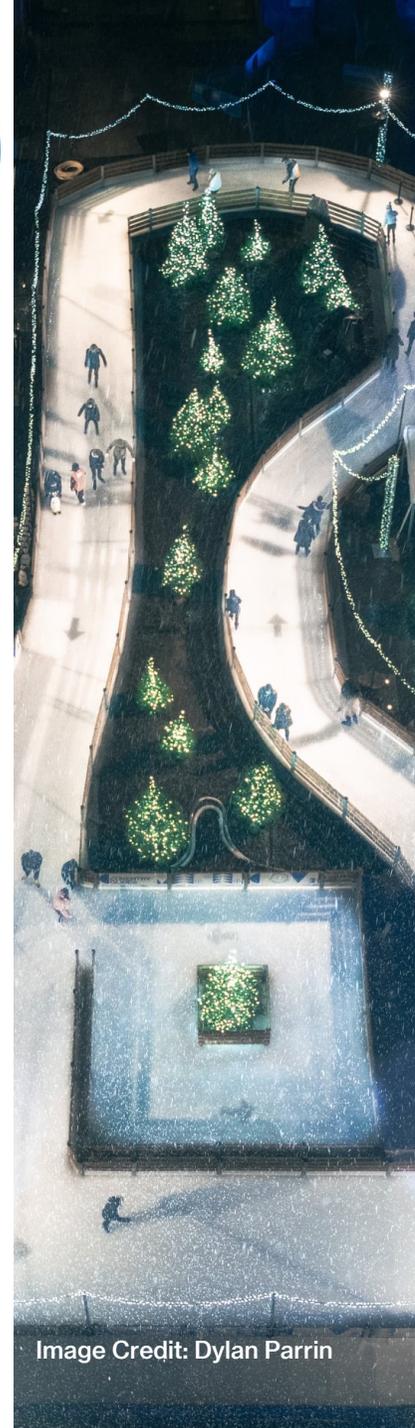
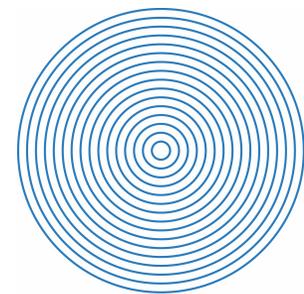


Image Credit: Dylan Parrin

MAJOR EVENTS

COVENTRY GLIDES



Of the Coventry Glides attendees (based on 289 survey responses):

- 83% identified as female, 16% as male and 1% as non-binary
- 55% were aged between 35 and 49, 20% were aged between 20 and 34, a further 20% were aged between 50 and 60, 4% under the age of 19 and 1% over the age of 65
- 96% stated that they do not identify as disabled
- 86% identified as White British

In response to an audience survey shared via social media and directly with ticket bookers (289 responses)¹³:

- 88% rated Coventry Glides as very good or good
- 71% felt Coventry Glides was good value for money
- 88% strongly agreed or agreed that they had a good time
- 44% agreed Coventry Glides had a positive impact on their perception of Coventry
- 75% strongly agreed or agreed that Coventry Glides increased their pride in Coventry as an area
- Overall Net Promoter Score (NPS) of +43¹⁴.

Several recurrent themes came up in responses. COVID was a prominent theme in feedback with respondents commenting on their perception of restrictions in place. The themes can be grouped as¹⁵:

- Wholly positive about the event and the response does not mention COVID restrictions in place – 54% of respondents
- Wholly positive about the event with praise of COVID restrictions in place – 9% of respondents
- Positive about the event but negative perception of COVID restrictions as were lacking or not enough – 7% of respondents
- Negative perception of COVID restrictions as lacking or not enough – 9% of respondents

- Negative about the event due to the perceived poor quality of the ice – 6% of respondents
- Negative about the event due to not enough time/ticket prices – the feedback was negative as the respondent felt the amount of time on the ice was not enough or tickets were overpriced - 6% of respondents
- Negative about the event due to the bad weather – 3% of respondents
- No response – 6% of respondents

The Cathedral was positively mentioned with respondents describing it as 'beautiful' and 'enchanting'. Positive responses also talk about Coventry Glides as being excellent value for money and it being the 'perfect escape during a difficult year'. COVID restrictions were mentioned in 25% of responses with 16% of responses describing a perceived lack of restrictions in place.

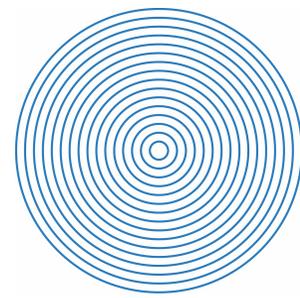
This was a single and very particular event and proved to be successful for those who did attend. Overall, 64% of respondents stated that they would like the event to come back in 2021 and subsequent years.

¹³ At a 95% Confidence Level this means that the survey results have a Confidence Interval of +/- 5.71%. The Trust is seeking confidence intervals of <5% where possible for the greatest accuracy. The survey was not incentivised; however, this approach will be trialled in future reporting periods.

¹⁴ The Net Promoter Score is a measure of customer experience and can measure loyalty and predict business growth. The score can range from -100 (a customer is a detractor and will not book further tickets) to +100 (a customer is a promoter and has high brand loyalty and will book further tickets). Anything over 0 is considered good, anything over 20 is favourable, anything over 50 is excellent and anything over 80 is world class - <https://www.netpromoter.com/know/>

¹⁵ Respondents' answers are coded to the category which best fits the answer which they provided.

PROGRAMME ANNOUNCEMENT AND MEDIA VALUE



Alignment with Theory/Story of Change

Key Outcome: Collaborative national and international cultural programming increases Coventry and the region’s global presence

Key Output: Increased attraction as a destination choice

Key Activity: The pandemic has created an unparalleled period of uncertainty for planning, funding and delivery of the 2021 programme. This in turn has required extensive and unexpected additional activity at all levels of the Trust and with its partners. The programme announcement was a major opportunity for the Trust to communicate its plans at this stage to a local, regional and national audience and to test its media reach

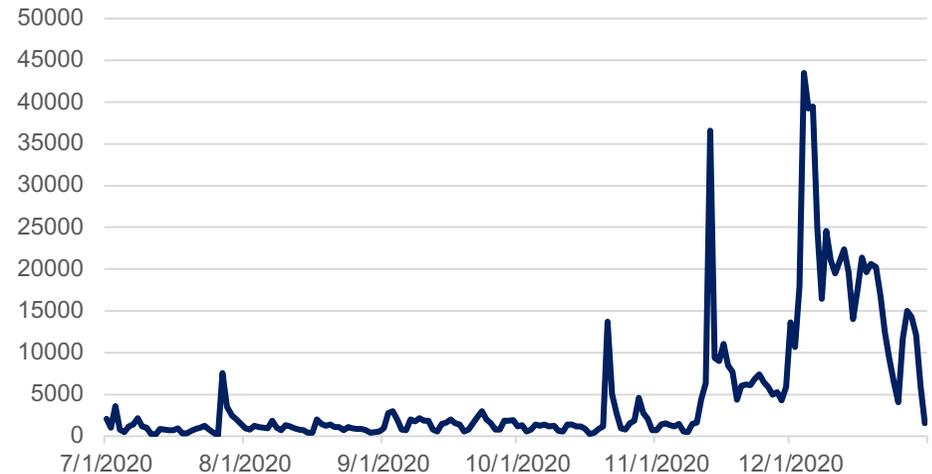
On Wednesday 21 October 2020, the Trust announced the first fifteen events for the 2021 programme. Working with Four Communications and Advent, the Trust developed a digital ‘press briefing’ on the morning of the announcement which saw 45 national and regional journalists hear about the Trust’s plans directly from the programme team. Media sentiment around the announcement was positive and all the attendees of the ‘watch party’ wrote favourable coverage regarding the Trust’s plans for 2021.

“The programme, which is a preview of some of the early plans for City of Culture ahead of a full programme announcement in January 2021, radically rethinks what a City of Culture, and its legacy, means to the region and audiences locally and internationally.” DLux Magazine

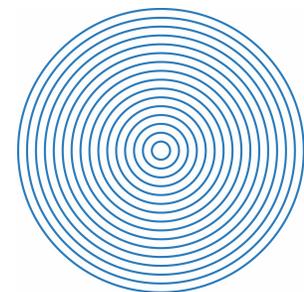
“Coventry will host the Turner prize, a south Asian film festival and a music festival curated by the Specials’ Terry Hall during its city of culture year, which is being billed as a “glimmer of hope” for the UK’s arts sector amid the COVID-19 crisis.” The Guardian

As a result of the announcement, the Trust’s website saw a record of 13,709 page views on the date of the announcement. This is considerably higher compared to the 7,566 page views from Monday 27 July 2020 when the City of Culture brand was relaunched (the previous record number of page views).

Website Page Views Over Time



PROGRAMME ANNOUNCEMENT AND MEDIA VALUE



Analytics show that visitors came from a wide geographic spread ranging from local, regional, national and international visitors.

UK City	% of visitors	Country	% of visitors
Coventry	45.21%	United Kingdom	94.35%
London	19.38%	United States	2.48%
Birmingham	11.97%	Finland	0.65%
(not set)	9.77%	Netherlands	0.65%
Royal Leamington Spa	3.04%	France	0.46%
Nuneaton	2.74%	Austria	0.38%
Manchester	2.61%	Tanzania	0.31%
Rugby	1.93%	Spain	0.27%
Liverpool	1.71%	Germany	0.25%
Cardiff	1.66%	Ireland	0.21%

This record of web-site visitors was once again broken when Coventry Glides went on sale on Friday 13 November 2020, when 36,614 visitors were logged on the City of Culture website.

With 71 broadcast pieces, 10 arts and culture trade publication pieces, five national print media and various online pieces, the Coventry Glides announcement generated coverage worth £468,000 AVE (Advertising Value Equivalent). In total, through the various outlets the

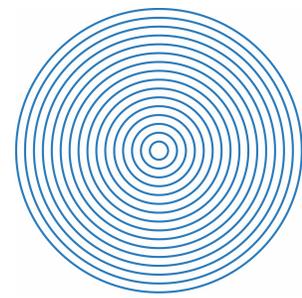
announcement had the potential to reach in excess of 6.2 million nationally and 1 million internationally (excluding broadcast and radio). Through the Press Association, the announcement was also syndicated across 178 regional titles.

Publication Type	Potential Reach
National Print	129,053 (+ 1,944,22 web circulation)
National Online	3, 928,377
Arts Trade	77,240
Arts Interest	16,785
Travel Interest	327
International Online	975,596
Regional	101, 782

The cumulative media value generated in relation to Coventry, UK City of Culture 2021, as of Thursday 31 December 2020 was £56,639,288.72 (Source: Kantar Media). Media value has been growing steadily since December 2017 (the point Coventry won the UK City of Culture title) and is expected to continue to grow steadily into future reporting periods. The Trust as of 31 December 2020 has exceeded the KPI of achieving media value of £50m by the end of December 2021.

OTHER PROGRAMME ACTIVITY

CULTURE CONVERSATIONS



Alignment with Theory/Story of Change

Key Outcome: Community led production and programming increases cultural participation and activism

Key Output: Programmes, planning and production of events involving Coventry communities

Key Activity: These are on-going activities designed to bring producers and the Trust together with the public to discuss key topics of cultural interest. Moving on-line has increased the numbers participating and their diversity but has particularly appealed to an older male audience

The Trust produces monthly Culture Conversations for interested residents to focus on various themes related to the City of Culture programme. The sessions are intended to facilitate the sharing of ideas, networking and the opportunity to shape ideas in the programme. During the current reporting period three sessions took place online:

- Everybody In - 30 October 2020 - attended by 40 people
- Black Lives Matters: Cultural Leadership - 26 November 2020 - attended by 51 people
- Arts, Sanctuary and Welcome - 16 December 2020 - attended by 29 people

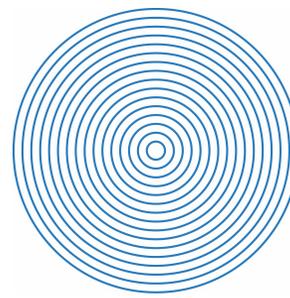
The topics covered in this period focussed on homelessness, equality and inclusion. Feedback from survey respondents demonstrates the importance of these sessions in providing a forum for open conversations around important issues and how they intersect with the cultural sector. This sentiment is strongly expressed in feedback from the Black Lives Matters session.

"I hope these Culture Conversations continue after our City of Culture year! This one in particular is so needed right now, as to make changes in our society we need to have places set aside for civil discourse to help keep the transitions of power non-violent." Culture Conversations - Black Lives Matters: Cultural Leadership participant

"It was a really important conversation so pleased to see the Trust convening this. Enjoyed the structure and hearing from different people. Great to hear from people talking about their specific lived experience of life in the city - and good that the Trust, being a new organisation in the city, is listening to these voices." Culture Conversations - Black Lives Matters: Cultural Leadership participant

OTHER PROGRAMME ACTIVITY

CULTURE CONVERSATIONS



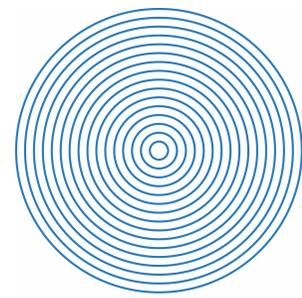
Out of those surveyed (29 responses across the three sessions):

- 41% rated the sessions as very good and 59% rating the sessions as good
- 41% strongly agreed that they had a good time with a further 51% agreeing
- 52% stated that through attending their perception of Coventry had improved
- 55% strongly agreed or agreed that the sessions had increased their pride in Coventry as an area
- 62% of attendees came from Coventry, 10% from Warwickshire, 4% from the wider West Midlands and 24% from elsewhere in the UK
- 55% identified as male and 38% as female with the remaining 7% as non-binary
- 52% were aged between 50 and 64
- Participants identified as:
 - 59% identified as White British (Coventry – 66.6%¹⁶)
 - 14% as White Other, White Irish, or White Gypsy or Irish Traveller (Coventry – 7.2%)
 - 18% Black, African, Caribbean, or Black British (Coventry – 5.6%)
 - 3% as Asian or Asian British (Coventry – 16.3%)
 - 3% from a Mixed or multiple ethnic group (Coventry – 2.6%)
 - 0% being from any other ethnic group (Coventry – 1.7%)
 - 3% preferred not to say



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

OTHER PROGRAMME ACTIVITY FROM COV WITH LOVE



Alignment with Theory/Story of Change

Key Outcome: Increase in civic pride

Key Output: Programmes, planning and production of events involving Coventry's communities

Key Activity: Residents in all 18 wards engaged in nominating a range of 'local heroes'. The nomination process engaged with local young creatives and led to commissioned work by an artist to give high production values and visibility to the representations of the nominees

#Our Cov Heroes

In the summer of 2020, during the first COVID-19 lockdown, the Trust issued a call out to the people of Coventry to nominate someone they thought deserved some recognition for going above and beyond during the pandemic with a view of finding 21 #OurCovHeroes.

#OurCovHeroes was open to stories of all different kinds, from key workers and community leaders to helpful friends and neighbours. The Trust received over 100 nominations from all eighteen wards of the city, celebrating the hard work, acts of kindness, care and selflessness of Coventry people.

A panel of young people from Coventry Youth Activists and the Belgrade Theatre assessed the nominations and selected the final 21. The selected 21 had their photos taken by local photographer Ayesha Jones and were displayed in Coventry city centre. Five stand out heroes were also illustrated and shown in city centre windows by artist Ana Jaks.

'Nobody sets off to be recognised especially if it's to do with undoing injustices. I appreciate the person who nominated me, in order to recognise the gap that CARAG has always tried to fill, not just during the pandemic.' Loraine Masiya Mponela, One of the 21 #OurCovHeroes and Chairperson of Coventry Asylum and Refugee Action Group (CARAG)

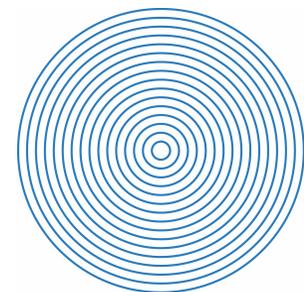
Details of the nominees for #OurCovHeroes can be found in a digital zine [available here](#).

The Zine also covers some of the outputs from the #PoetryByPostcard project which was discussed in [Progress Report 2](#).



OTHER PROGRAMME ACTIVITY

THE MINISTRY OF COMFORT AND JOY



Alignment with Theory/Story of Change

Key Outcome: Increase in civic pride

Key Output: Programmes, planning and production of events involving Coventry's communities

Key Activity: Food activities designed with community organisations to bring people together and connect them with others in the city

From Tales From Coventry Tables Report

Following the success of FEAST in December 2019, which was reported on in [Progress Report 1](#), the Caring City team commissioned Tales from Coventry Tables to design a project to connect people through food despite COVID-19 keeping them apart. The idea behind FEAST was to bring people together through food at scale, however knowing this would not be possible the idea was to devise a project which would use the concept of food to act as a connector for many different groups of people across the city.

Tales from Coventry Tables proposed a project, The Ministry of Comfort & Joy, to support, enable, and equip local socially-active organisations to hold a food-based event or activity that brought joy to their staff, volunteers and clients. Organisations might be working with specific protected groups and with the seldom heard communities with whom the Caring City team work.

A total of 30 organisations were approached to participate in a supported scheme, of whom 18 successfully applied for funding to take-up the challenge to put on a food-based event and activity. Together they brought a moment of comfort and joy to 1,072 vulnerable people during the Christmas period.

Activities were delivered in a COVID secure way, for example through food deliveries or socially distanced activity. In addition to bringing people together the project helped reduce isolation, stimulating creativity, ensuring safe spaces and building connections for the legacy of the project.

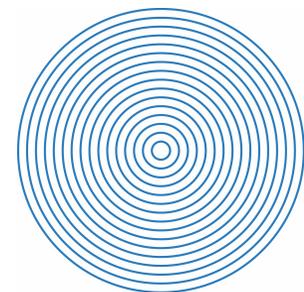
Activities included, winter packages of joy – hampers delivered to residents in sheltered housing, Christmas meal provided to newly accommodated residents, gift bags with ingredients to make another meal which could be passed on, online Zoom parties, Christmas trails and outdoor events with hot refreshments.

Learnings from the project include:

- Organisations welcomed support from the Ministry of Comfort & Joy and were willing to work in partnership, updating regularly, completing risk assessments, and feeding back with evaluation reports. There was a great willingness to learn.
- Service users were in need of having activities offered. Anecdotal feedback was uniformly that the contact, food, delivery, activity, zoom calls and so forth were welcomed and certainly brought comfort and joy.
- A relatively small amount of money can go a long way when accompanied with support and goodwill.
- Many organisations were exhausted, so much so that one felt that they were too overwhelmed to participate.
- The project was able to be delivered in a short time period with everyone working towards a goal. A longer lead in period would have encouraged other organisations to participate.

SECTOR DEVELOPMENT

CITY OF CULTURE LEADERSHIP PROGRAMME



Alignment with Theory/Story of Change

Key Outcome: Cultural leadership and programming reflects and represent the citizens of the city

Key Output: Targeted representation of citizens of the city in cultural leadership and programming

Key Activity: The City of Culture Leadership Programme is a key activity in identifying and developing potential cultural leaders to drive the legacy of UK City of Culture 2021. The selected cohort has been selected to be representative of the city's demographics. In keeping with the principles of co-creation and devolved leadership the cohort has co-designed their programme of learning

In [Progress Report 1](#) we reported on the almost 100 applicants for the City of Culture Leadership Programme, one of seventeen projects funded nationally by [Arts Council England](#) (ACE). A cohort of fifteen emergent cultural leaders began Coventry's co-created leadership programme in October 2020 following a design period from June 2020 led by the cohort. Early work has focused on induction, team building and embedding the co-creation model to support development of the subsequent programme curriculum and its strands which are: Knowing Myself, Knowing My City and Exploring Place Based Practice.

Core programme activity is based on 12 hours of cohort learning per month through workshops, panel discussions and shared learning sessions within strands of the curriculum. Members of the cohort take an active lead in both the planning and delivery of these sessions.

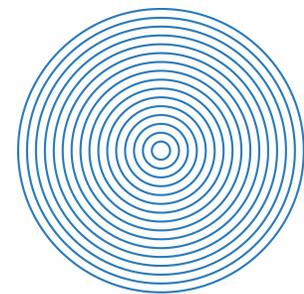
In addition, each of the cohort undertakes 12 hours of personal learning per month which includes mentoring and self-directed learning.

Discussions has been ongoing to align the project evaluation being undertaken by Coventry University to the national monitoring and evaluation guidelines released by Arts Council England (ACE) in late 2020. The project needs to report against these guidelines, including agreed descriptions of leadership skills and expected impacts. To support this alignment and reporting a project Leadership Development Diagnostic has been developed and completed by the entire cohort. The development of the diagnostic included an introduction to evaluation and co-creation session with the cohort. The diagnostic provides a benchmark for progress towards the programme's outcomes.

Average scores provided by the cohort in January 2021 across the 21 questions asked are set out in the table on the next page.

SECTOR DEVELOPMENT

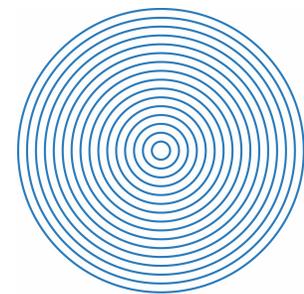
CITY OF CULTURE LEADERSHIP PROGRAMME



Diagnostic Question	Average Score (out of 10)	Range of Scores	Mode (most frequent score)
1. I can motivate others to effect positive change	7.73	4 to 10	8
2. I can persuade policymakers and funders of the value of what I do	6.27	3 to 9	7
3. I feel confident practising advocacy and leadership	6.73	4 to 10	7
4. I am better able to communicate my own vision for the future	7.13	4 to 10	8
5. I can explain the values and vision that drive my work and my approach	7.53	5 to 10	8
6. I understand my leadership style	6.13	3 to 8	5
7. I am better at working collaboratively with others to achieve more together	6.93	4 to 10	7
8. I have more connections and wider networks now	7.27	3 to 10	8
9. I know how to learn from, work with, and maintain relationships with connections in my network	7.00	3 to 9	7
10. I know how to build confidence in others and support their goal realisation	6.80	3 to 8	8
11. I understand the ways in which working together can benefit the city	8.07	5 to 10	8
12. I am better at actively including others in my work	6.93	3 to 10	7
13. I understand how to recognise the importance of diversity and inclusivity in my work	7.93	3 to 10	8
14. I am better aware of the context I am working in and how I can make a difference	6.60	2 to 9	8
15. I understand the meaning of context	7.73	2 to 10	8
16. I understand how to adapt my leadership to my context	6.73	2 to 9	6
17. I have made progress on my leadership journey emotionally	6.93	4 to 9	7
18. I have made progress on my leadership journey professionally	6.40	2 to 10	6
19. I know how to identify my own skills development needs and address them to improve my leadership	6.47	3 to 9	6
20. I know where to go for information, support and resources as part of my leadership approach	6.60	2 to 9	7
21. I feel connected to Coventry as a leader	6.60	3 to 9	8

SECTOR DEVELOPMENT

CITY OF CULTURE LEADERSHIP PROGRAMME



The Diagnostic has been reported to the Project Steering Group and fed back to the project team. Headline responses would include, for example: that the relatively high scores early in the project recognise that the cohort were successful partly because they have shown leadership qualities in the past - whilst possibly not being fully aware of this; that, nevertheless, different experiences are reflected in the wide range of scores for individual answers; and that scores could fluctuate in the future as the cohort's knowledge around leadership skills and their particular development journey develops.

Alongside the diagnostic, there has been qualitative interviewing with each member of the cohort. The Diagnostic and interviewing will be undertaken periodically over the remainder of the programme.

Progress Report 1 noted that all applicants to the programme were awarded £500 by the Trust to undertake further research, exploring and producing. All grant recipients have now been contacted and have fed back on how they made use of the grant.

Out of the recipients who completed the Grant Recipient Survey (58 responses out of 92 grant recipients, 63%)¹⁷:

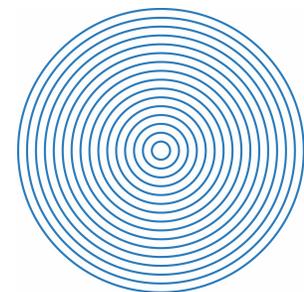
- 76% were able to carry out their initial grant idea
- 76% felt that their project had been successful
- 73% stated that the grant had been very beneficial to them as an individual, with 22% stating it was somewhat beneficial
- 55% felt that the grant improved their perception of Coventry
- 61% agreed that the grant had helped them become a cultural entrepreneur

Due to COVID-19 some recipients (c. 25-30%) used the grant to provide immediate financial security while others were able to have the financial resilience to explore creative ideas. Feedback on how the grant was used came through a Grant Recipient Survey and through direct conversations with the Leadership Programme Coordinator and programme delivery team who captured anecdotal feedback. All recipients were also provided with the opportunity of support for the delivery of their project as well as feedback in general.

¹⁷ At a 95% Confidence Level this means that the survey results have a Confidence Interval of +/- 7.87%.

SECTOR DEVELOPMENT

LOCAL ARTIST SUPPORT



Alignment with Theory/Story of Change

Key Outcome: Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector

Key Output: Human resource capacity development in the cultural sector in Coventry

Key Activity: Providing support, financial resilience and artistic development to the local cultural sector is essential to the legacy of 2021. The pandemic has accelerated the Trust's activity in order to ensure the survival of the sector and to provide commissions and other opportunities to develop their creativity

As of 31 December 2020, the Trust had invested more than £750,000 into the local arts sector in Coventry, Warwickshire and the wider West Midlands through performance / freelance contracts or grants (this figure does not include direct organisational support).

The Trust has so far engaged 218 artists and 159 freelancers, with 72% of artists and 63% of freelancers coming from Coventry.

A significant proportion of this support for local artists has been distributed in partnership with the Heart of England Community Foundation through the following funds:

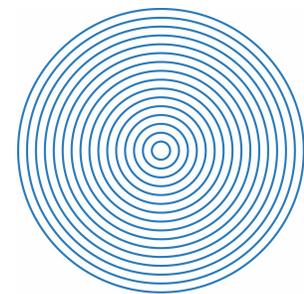
Fund	No. of Grants	Total Amount Awarded
Road to 2021 Fund	33	£242,269
Get Ready Fund	10	£23,295
2021 Coronavirus Impact Resilience Fund	97	£59,048
Totals	140	£324,612

Overall, 89% (125 of 140) of grants were to individuals and organisations in Coventry and the remaining 11% were to individuals and organisations in Warwickshire.



SECTOR DEVELOPMENT

LOCAL ARTIST SUPPORT



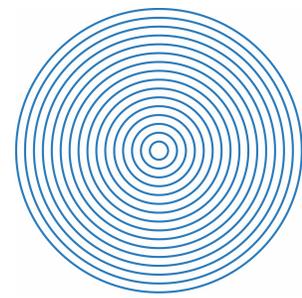
Out of the 43 grants awarded as part of the Road to 2021 Fund and Get Ready Fund, 42 of the 43 awarded grants are based in Coventry and one from Warwickshire. When the 2021 Coronavirus Impact Resilience Fund is taken into consideration there is a greater geographical spread across all 18 wards of Coventry. Looking specifically at the Road to 2021 Fund and Get Ready, there are no grantees from some wards of the city and a high concentration in the city centre in St Michael's ward.

Wards	No. of Grants	Awarded Amount
St Michael's	17	£106,996
Wainbody	7	£32,945
Foleshill	6	£27,930
Radford	4	£34,848
Cheylesmore	2	£14,000
Sherbourne	2	£19,998
Binley and Willenhall	1	£9,000
Lower Stoke	1	£4,500
Westwood	1	£9,947
Whoberley	1	£4,900
Leamington Clarendon	1	£500
Totals	43	£265,564

As of 31 December 2020, 30 of the grantees had completed their projects, the remaining 13 are nearing completion or temporarily paused due to COVID-19. From the 30 completed projects, there was a reach of:

- 135 artists and freelancers engaged to deliver projects
- 194 people volunteering and being part of project delivery teams
- 95 people who volunteered were new to the organisation or individual running the project
- 898 people engaged as audiences
- 245 people engaged as a participant in workshops or other creative activity

SECTOR DEVELOPMENT IMAGINEER AND LUDIC ROOMS



Alignment with Theory/Story of Change

Key Outcome: Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector

Key Output: Human resource capacity development in the cultural sector in Coventry

Key Activity: Business development and sustainability funding from the Trust is supporting and expanding the work of key local cultural organisations based in viable and resilient business and artistic models to ensure the legacy of the local cultural sector

In previous reporting periods and this one, the Trust has supported local cultural organisations, here are some examples of how that funding has been used.

Ludic Rooms Resilience Activity

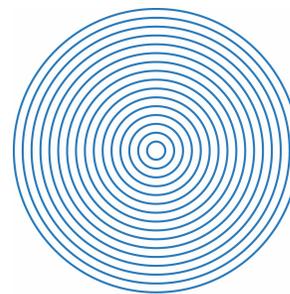
Ludic Rooms is a post-digital arts organisation based in Coventry's Canal Basin which explores the spaces between technology, arts and playfulness. The organisation is committed to working with communities to co-create arts projects in real-world settings that are supported by digital media.

[“Following lockdown on 16 March 2020, when the UK government advised the ceasing of all public events and activities and businesses to either close or work from home, Ludic Rooms suffered a significant impact on its business and had just three months of reserves to cover our most basic core costs. The contribution by the City of Culture Trust towards our operational costs has enabled Ludic Rooms to sustain the organisation through an unprecedented period as well as developing exciting plans for the future” Ludic Rooms Resilience Activity Report](#)

Resilience funding from the Trust has protected employees and freelancers and secured the organisation's company overheads during the pandemic period. It has enabled a programme of work to continue in response to the constraints and digital opportunities of the lockdown periods.

The funding also allowed Ludic rooms to provide technical support and advice to a wide range of arts and community organisations and to support local independent artists.

SECTOR DEVELOPMENT IMAGINEER AND LUDIC ROOMS



Imagineer Activity

Funding from the Trust has supported Imagineer in organisational development activity.

”With the support of sector development funding from the Trust, Imagineer are focussed on achieving a long-term goal to be funded as part of Arts Council England’s National Portfolio (NPO).

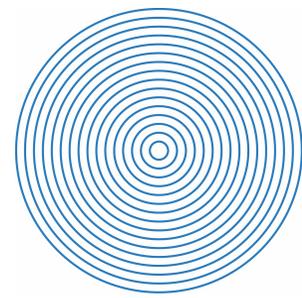
Imagineer has been a successful project funded company since 2013. Whilst this has enabled it to deliver some excellent work, it has been a challenge to maintain a core staff team and dynamic, strategic, creative and business development. We have reached a point where becoming an NPO is a realistic next step, and we have been supported by Arts Council England to think that this is a strong possibility. In order to achieve this there are a number of key elements that we need to put in place now in order to ‘future proof’ Imagineer so that we can play the longer game:

- A robust business plan (2020-27) which builds on our business model which will begin once The Daimler Powerhouse reopens (summer 2021) and we have created a more sustainable building, shared resources and the ability to earn income through hires of dedicated, accessible spaces. Led by Imagineer, establish an excellent year-round programme in collaboration with building residents, shared resources policy, environmentally sustainable resource, a continuous stream of new work being developed/ produced/touring, a year- round, complimentary and highly innovative programme of education, community engagement, talent development, supporting ACE *Let’s Create* programme, and the *Coventry City Council Cultural Strategy 2017 -27*.
- Continue to fundraise for the capital equipment to make the Daimler Powerhouse a dedicated creative space for artists/communities and across sectors. (Coronavirus has meant that bids to Arts Council England, Foyle Foundation have been postponed).
- Build on the social media development work achieved through our highly successful Bridge project through the continued appointment of a Social Media Officer who continues to create a framework for self-marketing activities, and implements The Daimler Marketing plan from May 2020 including brand development.
- Ensure that major projects are in a place of readiness for 2021 and beyond.” Imagineer Report



Image Credit: Andrew Moore

LEARNING INSIGHTS



Context: October to December 2020 continued a challenging year for the Trust and the regional and national culture sector. The quarter began with Coventry in Tier 3 and ended with a total lockdown comparable to the constraints of the first lockdown in March 2020. The Trust has successfully managed the immediate impacts of the pandemic on planning and development and has made continuous programme revisions in response to government pandemic management scenarios. This has tested and strengthened the Trust's resilience and agility. As this report records the Trust has continued with lively and innovative on-line engagement and events in advance of the main programme delivery.

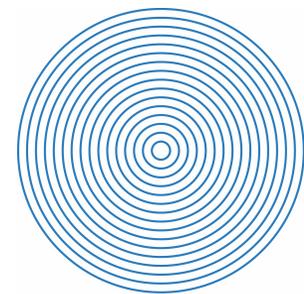
Learning insights from this period include:

- **Widening participation:** Audience engagement data suggests that during this quarter engagement has been successfully dispersed across all wards. However, the outliers in terms of lower levels of engagement participation have included wards with historically low and high levels of participation and high and low levels of multiple deprivation. The range of programme events announced in March 2021 will provide a wider range of cultural and audience choices. The Trust has the opportunity to use the data provided in this and previous reports to build on its successes in targeting cultural production in areas of lower engagement and to mitigate cost and travel obstacles.

- **Developing systems to enable inclusive participation:** Coventry Glides was the first major event, and the audience engagement data suggests that the core audience was not as representative of the city's demographics as might have been expected. Lessons are being learnt as to why. It was a very particular event during a period of lockdown, which may not have had a broad appeal. The Trust has the learning opportunity to ensure that its dynamic pricing systems, use of Go CV+ marketing and free ticket offers are refined to mitigate obstacles of cost and event awareness that may exist for some of residents and communities.

The Cultural Place Profiler developed by the Trust to understand the differences in demographics, levels of deprivation and cultural heritage provides a valuable learning tool for planning and delivery.

LEARNING INSIGHTS



- **Using data to underline success:** It is important for the Trust to ensure that on-going data capture reflects: the diversity and localness of its team; the levels of activity and community engagement; successes in managing and responding to an unprecedented period of uncertainty are headlined and communicated effectively.

During this reporting period the Trust has commissioned M.E.L. Research to conduct quarterly sentiment analyses with a representative sample of the city's residents. This will provide the Trust with a more accurate view of attitudes towards and expectations of the Trust and the delivery of UK City of Culture 2021. It will be important to use this hard data to inform communications, media reporting and updates to funders

- **Confidence in a time of uncertainty:** The City of Culture 2021 is based strongly on the processes of co-creation and devolved leadership with multiple stakeholders. Maintaining relationships with key stakeholders and organisations during an unprecedented period of uncertainty is difficult and can be exacerbated by delays in providing clear contracts and commitments. The challenge is to provide reassurance and some measure of certainty that gives stakeholders confidence to plan and deliver within the limits of stretched resources and a highly challenging environment.

The Trust will need to continue to apply learning from the experience of managing and demonstrating confidence during a unique period of partnership-based cultural production and programming and explore ways of mitigating risk, fast tracking contracting and decision-making that impacts on partners own planning and commitment of resources to the programme.

- **Pro-active M&E reporting:** As the Trust moves towards the delivery of the full programme for City of Culture 2021 M&E reporting needs to shift from the historic evaluation of previous quarters to a more pro-active dialogue with the Trust's SMT team that allows for in-time consultation on data and its implications for planning and delivery. There is also a need for the Senior Management Team to be engaged earlier in the reporting cycle to ensure that: necessary contextual and contingent features have not been missed or misunderstood by the evaluators; data has been correctly identified and reported on and that the evaluation narrative accurately reflects both the successes and learning points. The move to live dashboards will encourage this but there might be value in the SMT meeting with evaluators monthly or mid-quarter to avoid delays in the agreement of draft evaluation reports and their accuracy and usefulness.

INVESTMENTS

Public and private investments

Infrastructure

Technology

Key partners

Community and public stakeholders

Staff

Volunteers

ACTIVITIES

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

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

Developing strong working relationships with key partners and stakeholders

Developing initiatives targeted at specific protected groups

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

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

Developing initiatives that have influence beyond Coventry and UK CoC 2021

OUTPUTS

Programmes, planning and production of events involving Coventry communities

Outreach activities in the community

Model of co-creation established

Participation by under-represented groups

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

Human resource capacity development in the cultural sector in Coventry

Distribution of 2021 events across Coventry

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

Environmentally responsible programming

Combined arts and health initiatives developed in the city and region

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

International cultural exchanges and partnerships

Increased attraction as a destination choice

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

Needs based model for cultural delivery and planning

Evidence based decision making

Use of 5G & immersive technology in cultural initiatives

OUTCOMES

Increase in civic pride

Community led production and programming increases cultural participation and activism

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

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

Cultural engagement is geographically dispersed across the city

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

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

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

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

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

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

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

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

Cultural programming is environmentally responsible and promotes environmental awareness

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

IMPACTS

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

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

COVENTRY IS A GLOBAL AND CONNECTED CITY

COVENTRY IS RECOGNISED AS A FUTURE FACING PIONEERING CITY

THEORY/STORY OF CHANGE





Image Credit: Dylan Parrin



PERFORMANCE MEASUREMENT AND EVALUATION

PROGRESS REPORT FOUR

OCTOBER 2020 – DECEMBER 2020

COVENTRY
UK CITY
OF CULTURE