

PERFORMANCE MEASUREMENT AND EVALUATION  
**PROGRESS REPORT TWO**

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



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# EXECUTIVE SUMMARY



This is the second Progress Report on Coventry City of Culture Trust's work and covers from 01/04/2020 to 30/06/2020. The period was dominated by the effects of the COVID-19 pandemic and national lockdown measures and which saw the Black Lives Matter movement gain momentum in the UK and Coventry.

The major Trust outcome in this period has been to develop and enhance *community led production and programming to increase cultural participation and activism*.

During this quarter, Trust events or events supported by the Trust reached 19,000 individuals in online workshops or events and through digital content created for social media. The Trust delivered 1261 hours of online consultation and planning work with individuals and communities in Coventry and the city region.

In addition, pandemic-induced funding by the Trust for the cultural sector has contributed to the outcome of a *co-ordinated cultural sector capacity and infrastructure to build a sustainable and resilient sector*.

The selection of a diverse cohort for the City of Culture Leadership Programme is a major output contributing to the outcome of *increased understanding, accessibility and provision of career routes into the cultural and creative sector*.

Progress towards these outcomes was positive in response to the impacts on the Trust from the pandemic and national lockdown which included:

- Negotiating a delayed start date for the UK City of Culture 2021 year which will now run from May 2021 to May 2022;
- Uncertainty about funding in a period when major funders are focused on providing essential and basic support for the regional and national cultural and creative sector, and broader community and public health priorities;
- The need to plan ahead in the eventuality that some social distancing and localised lockdowns may require a hybrid year of activities with a greater emphasis on digital culture; and
- Moving co-creation and devolved leadership activity online during a period of heightened pandemic related social and economic anxiety.

On 18/03/2020 the Trust issued a [statement in response to Coronavirus which included nine pledges](#) to the local cultural sector that included honouring existing contracts and committing to providing £140k funding to the 2021 Coronavirus Resilience Fund (administrated by the Heart of England Community Foundation) to support the local arts sector with creative ideas, initiatives and projects.

The Black Lives Matter movement caused and continues to cause the Trust to reflect on its priorities during this period. We will discuss this further in the next Progress Report including the challenges to the use of BAME and BME acronyms within and beyond the arts including from the Coventry Black cultural sector.

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# CONTEXT



This Progress Report covers the work of the Coventry City of Culture Trust from 01/04/2020 to 30/06/2020. This is the second report in this series, with reports planned on a quarterly basis. Progress Report One covered the point at which the Trust were successful in winning the UK City of Culture title from January 2018 until March 2020. Following the generation of a Performance Management and Evaluation Strategy, Progress Report One focused on activities towards relevant outcomes in the Trust's [Theory of Change Logic Model \(Annex 1\)](#) and highlighted the progress made towards four outcomes in this model:

- *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; and*
- *Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector.*

The report commented on the Trust's success in reaching out to all neighbourhoods in the City and increased levels of participation in Wards with historically and current low levels of engagement, whilst noting there were still significant inequalities between Wards.

Progress Report Two covers a period – April to June 2020 - dominated by the effects of the COVID-19 pandemic and national lockdown measures. Regionally, nationally and internationally the effects of lockdown have had an unprecedented and overall negative impact on the cultural and creative sector and, in particular, the freelancer workforce. It was also a period in which the Black Lives Matter movement gained momentum in the UK and Coventry.

The impacts on the Trust have included:

- Negotiating a delayed start date for the UK City of Culture 2021 year which will now run from May 2021 to May 2022. Careful management of resource and other logistical, communications and financial contingencies was, and continues to be, required given this timetable stretch;
- Uncertainty about funding in a period when major funders are focused on providing essential and basic support for the regional and national cultural and creative sector, and broader community and public health priorities;
- The need to plan ahead in the eventuality that some social distancing and localised lockdowns may require a hybrid year of activities with a greater emphasis on digital culture and with potential reduced levels of funding; and
- Moving co-creation and devolved leadership activity online during a period of heightened pandemic related social and economic anxiety.



On 18/03/2020 the Trust issued a [statement in response to Coronavirus which included nine pledges](#) to the local cultural sector that included honouring existing contracts and committing to providing £140k funding to the 2021 Coronavirus Resilience Fund (administrated by the Heart of England Community Foundation) to support the local arts sector with creative ideas, initiatives and projects during lockdown and ensure they can continue to operate and function. Funding was also provided to individuals and organisations who faced immediate financial hardship as a result of the pandemic.

The Trust has undertaken a substantial role in cross-regional responses, by contributing to the West Midlands Cultural Response Unit being led by the Culture Central consortium. The Trust's the CEO is Chair of the West Midlands Combined Authority's Cultural Leadership Board who are identifying the impact within the region. Research has also been undertaken through these groups which has fed into the Department for Digital, Culture, Media and Sport's call for evidence into the impact of COVID-19 on the sector locally and nationally.

The killing of George Floyd in Minneapolis on 25/05/2020 and the consequent demand and protest for racial justice represented by the Black Lives Matter movement also caused and continues to cause the Trust to reflect on its priorities during this period. The Creative Director joined a group of artistic leaders in calling on the Government and the sector to ensure that ethnic diversity is protected and celebrated and does not fall by the wayside in the face of the challenges the pandemic poses to our industry.

We will discuss this further in the next progress report including the challenges to the use of BAME and BME acronyms within and beyond the arts including from the Coventry Black cultural sector.

In particular we will monitor and evaluate the Trust's engagement with shifting expressions of individual identity whilst continuing to identify shared engagement with and access to the arts in the city.

# PROGRESS TOWARDS OUTCOMES



In contrast to most other local authorities in England, the establishment of the Trust has provided Coventry with targeted cultural, financial and human resources to respond to the economic and social effects on the local cultural sector. This has included keeping cultural workers employed, and engaged in new activities to give cultural support to wider non-cultural priorities established by Coventry City Council. The City Council was also prepared to support cultural work in the city through enhanced budgeted cultural activity.<sup>1</sup>

The guiding principles established for Coventry UK City of Culture 2021 include the ambition to engage all residents and communities in the co-creation of the programme for the year and to devolve decision making to residents and key organisations that represent their interests and needs. The underlying ethos of working with and for the residents of the City, including those groups and individuals who may be under-represented or perceived to be marginalised in the cultural landscape, has provided a strategic platform for the Trust's work during this period of social, health and economic hardship.

Consequently, Cultural Producers are already placed and active in communities, the local cultural sector and key host organisations. This prior activity put the Trust in a good position to lead a wide range of cultural interventions during this period. For the Caring City Team in particular the opportunities were there to make meaningful cultural contributions to those most at risk in the City including initiatives particularly aimed at those who have found themselves homeless or at risk of homelessness; experiencing mental health issues; and engaging with youth at risk of exploitation.

The additional capacity and funding provided through the Trust for cultural activity and outputs during this period off-set, to a certain extent, the impact of the furloughing of key employees at both the Belgrade and Warwick Arts Centre which curtailed their capacity to respond fully to cultural programming during this period.

Outputs over this period showed evidence of the ability and potential of Trust activities to engage with residents of Coventry and Warwickshire across the full range of protected characteristics and diversity of the city and city region.

With a focus in this period on funding activities and outputs by local artists and cultural organisations, alongside on-going activity related to development of the UK City of Culture 2021 programme the key outcome in this monitoring period has been Community led production and programming increases cultural participation and activism.

In addition:

- The pandemic induced funding for the cultural sector has contributed to: Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector.
- The selection of the diverse cohort in Q2 for the City of Culture Leadership Programme is a major output contributing to: There is increased understanding, accessibility and provision of career routes into the cultural and creative sector.

Activities and outputs related to these outcomes are detailed in the following sections.

<sup>1</sup><https://www.artsprofessional.co.uk/news/councils-culture-budgets-actually-increase>

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



Sitting within the **COVENTRY CITIZENS POSITIVELY INFLUENCE AND SHAPE THE CITY THEY WANT TO LIVE IN** impact, there has been significant activity leading to outputs contributing to this outcome during this period. The producers and production team delivered 1261 hours of online consultation and planning work with individuals and communities in Coventry and the city region. This is equivalent to 58% of the working days within the period.

Of these:

- 427 hours were delivered by the Caring City team to 59 different individuals or community groups;
- 233 hours were delivered by the Collaborative City team to 42 individuals or community groups;
- 265 hours were delivered by the Dynamic City team to 38 individuals and community organisations;
- The remaining 336 hours were delivered by the Creative Director, Production and Programming teams.

During this quarter, Trust events or events supported by the Trust reached 19,000 individuals in online workshops or events and through digital content created for social media.

Due to the pandemic all of the activity took place online, and where possible unique viewers were counted as opposed to a total view figure in order for a more accurate count of engagement to be measured, however there remains the possibility for error due to some figures being provided by partners. The majority of the engagement (just over 13,000) came from the Coventry Welcomes Festival which ran in June and was delivered through a collaboration of partners including the Trust, Coventry City Council, Coventry Refugee and Migrant Centre, Maokwo Arts, Positive Youth Foundation, Belgrade Theatre, MiFriendly Cities and Building Bridges.

Of the participants surveyed during the period April to June 2020<sup>2</sup>:

- 74% were residents from the CV1-CV6 postcode area
- 4% were residents from Warwickshire
- 22% were elsewhere in the UK and internationally.
- 76% identified as female (Coventry average – 50.6%<sup>3</sup>)
- The majority were in the age group 35 – 49 (36%), followed by 20 – 34 (22%)
- 15% identified as having a disability or long-term health condition (Coventry average – 18%<sup>4</sup>)
- 14% identified as LGBT (UK average – 5.4%<sup>5</sup>)
- Participants identified as:
  - 48% White British (Coventry - 66.6%<sup>6</sup>)
  - 11% White Other, White Irish, or White Gypsy or Irish Traveller (Coventry - 7.2%)
  - 13% Black, African, Caribbean, or Black British (Coventry - 5.6%)
  - 20% 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%)

<sup>2</sup> A representative sample of 130 from the total figure of 19,000 with a 95% confidence level and 9% margin of error.

<sup>3</sup> 2016 Annual Population Estimates - [https://www.coventry.gov.uk/info/195/facts\\_about\\_coventry/2435/population\\_and\\_demographic\\_s/2](https://www.coventry.gov.uk/info/195/facts_about_coventry/2435/population_and_demographic_s/2)

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

<sup>5</sup> Sexual Orientation, UK: 2018 - <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018>

<sup>6</sup> 2011 Census - [https://www.coventry.gov.uk/info/195/facts\\_about\\_coventry/2435/population\\_and\\_demographic\\_s/3](https://www.coventry.gov.uk/info/195/facts_about_coventry/2435/population_and_demographic_s/3)



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



Key outputs related to this outcome included:

- **International Day of the Nurse / OurCovHeroes:** On International Day of the Nurse the Trust and partners lit major Coventry landmarks across the city blue, in support of nurses and key workers working during the pandemic. At the same time Coventry residents were encouraged to light up their windows.
- **Poetry by Postcard:** Working with the Trust's care home forum, this project was designed to combat the isolation felt by people living in care homes during lockdown. Two care homes in Coventry participated by writing poetry, or words in response to 'Hopeful visions of a new normal'. Poet Joelle Taylor created a poem entitled 'How the Dance Remembers You' [www.coventry2021.co.uk/poetrybypostcard/](http://www.coventry2021.co.uk/poetrybypostcard/)
- **Creative Packs:** Working together with Underground Lights, Crisis, Belgrade Theatre, Grapevine and Arty Folk, the Trust supported Underground Lights to develop a Creative Pack to distribute to 200 people connected to the organisations who were missing out on their regular creative activities and didn't have the resources at home to participate in lockdown creative activities. These were then extended to families living in temporary accommodation, homeless people who had been moved into hotel rooms, young people at the YMCA and refugee and migrants through Carriers of Hope. In total, 400 packs were distributed. A second pack went out to 250 people at the end of the reporting period asking them to create a smile mask with an option to attend a smile workshop with Underground Lights or Belgrade Theatre and a Zoom party sharing masks at the end. <https://undergroundlights.org/creative-packs>
- **Send A Smile Postcard:** Working with International Homeless Movement 'With One Voice' and the Coventry Arts and Homelessness Forum, the Send A Smile Postcard project was designed. Homeless people in temporary accommodation during Covid and residents of Housing First scheme (and the creative pack participants) have designed two postcards – one will go into a display and the other to be sent to someone else. Homeless people in London and Osaka have been invited to join the project too and their postcards will be exhibited with the Coventry ones.



Image Credit: Mark Pemberton

# CULTURE CONVERSATIONS



Alongside collection of monitoring data across all activities, a number of outputs were subject to greater levels of monitoring, including evaluation. Mostly based on additional survey work, this evaluation varied dependent on funder requirements, partners, and the target group engaged.

## Culture Conversations

The Trust continued its series of Culture Conversations moving the format online. During this quarter, the Trust held two sessions:

**Utopia:** Led by poet Inua Ellams and the Collaborative City team as part of the Great Places Project. Ellams founded The Midnight Run fifteen years ago, a project inspired by music, poverty, global migration and the search for community. Ellams explained how this project came about, and how to use poetry and psychogeography to build a utopia, participants were subsequently asked to write a poem based on the session.

- 26 people attended over Zoom
- Out of those surveyed (11 responses):
  - 91% rated the quality of the event as very good
  - 82% strongly agreed that they had a good time
  - 73% reported to the event not having an impact on their perception of Coventry
  - 72% strongly agreed or agreed that the event increased their pride in Coventry as an area.

**Healthy Planet:** Led by the Dynamic City team as part of the Green Futures Programme, artist Carolyn Derby asked participants to think about and share the ways we have been taking notice of our environment during the Coronavirus pandemic.

24 people attended over Zoom

- Out of those surveyed (9 responses):
  - 33% rated the quality of the event as good, a further 33% rated the quality of the event as poor, 22% were not sure, the final 12% rated the quality of the event as good
  - 44% agreed that they had a good time while 33% disagreed that they had a good time
  - 78% reported to the event not having an impact on their perception of Coventry
  - 44% agreed that the event increased their pride in Coventry
  - Qualitative feedback ranged from being highly positive thanking the Trust for putting on the event and allowing space for conversation to negative feedback that the event description wasn't clear about objectives and audiences for the session.

# CARING CITY: UNPLUGGED SERIES



The Unplugged Series was supported by a Cultural Producer funded by Sprit of 2012 and formed part of the Changing Trax programme funded by Youth Music in which Positive Youth Foundation is participating. A series of 8 on-line workshops led by three creative practitioners were held in the city from May to June. The aim of the programme was to provide mentoring to young people allowing them to have creative opportunities as a way of combatting the major impact that COVID-19 had on the arts and youth provision in the city. The cohort of young artists were mentored by professional artists and educators and were asked to create work that was shaped by their experiences and to re-imagine how young people can use arts and culture to spread positive messages.

Initially 44 young people signed up to take part, however there was a significant drop off prior to workshops beginning. On average each workshop was attended by 10 – 12 young people, with 7 of those young people actively engaging in the majority of sessions throughout the programme as a consistent group.

Of those surveyed (11 responses)

- 74% rated the quality of the workshops as very good and 21% rated the quality of the workshops as good
- 58% strongly agreed that they had a good time and 37% agreed they had a good time
- 73% identified as female
- 9% identified as having a disability or long-term health condition
- Concerning 'ethnicity':
  - 36% identified as White British (Coventry - 66.6%)
  - 9% identified as White Other, White Irish, or White Gypsy or Irish Traveller (Coventry - 7.2%)
  - 27% identified as Black, African, Caribbean, or Black British (Coventry - 5.6%)

- 18% identified as Asian or Asian British (Coventry - 16.3%)
- 10% 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%)

Keeping participants engaged was the biggest concern for the three creative practitioners, the creative practitioners were well received and kept participants engaged. Participants welcomed the project as it provided a 'thought provoking' and 'supportive environment for nurturing creativity'. The young people surveyed also wished for it to continue and for there to be more sessions, once lockdown constraints are lifted.

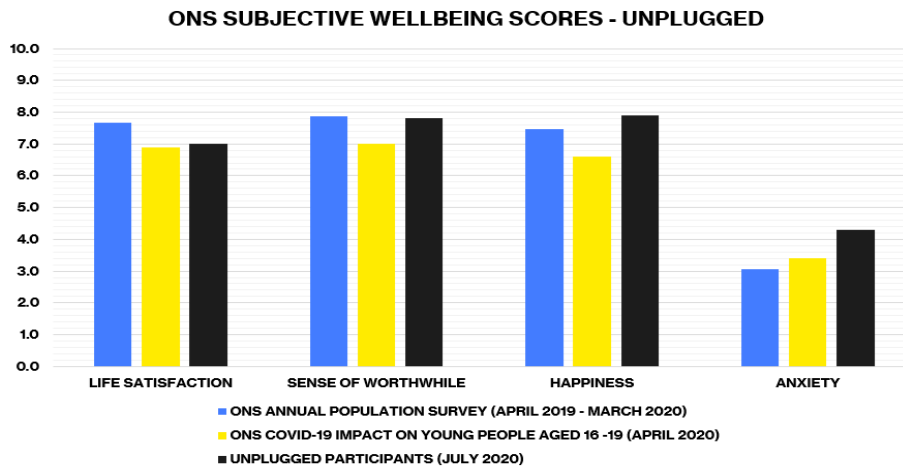
*The project has been a huge success so far, and we have seen some excellent work created. The masterclasses have been based around everything from digital art and music to creative writing and storytelling. The project has taught us a new way of engaging with young people and demonstrated that technology and working online can be extremely positive. It is certainly something we will learn from and look to implement even after lockdown..*

Rashid Bhayat, Chief Executive, Positive Youth Foundation

# CARING CITY: UNPLUGGED SERIES



As part of the evaluation process, participants were asked to complete the ONS 4 Subjective Wellbeing Questions<sup>7,8</sup>:



- Although the sample size was very small, young people surveyed felt they had a 'sense of worthwhile', equivalent to the national average from before COVID-19 and above the levels that young people felt at the height of the pandemic.
- Participants reported higher levels of happiness through the programme, using words such as 'inspired', 'encouraged' and that they were 'achieving something'.
- The levels of life satisfaction remains similar to young people during the COVID-19 period and below the national average.
- Anxiety levels in the young people participating are high and above both the national average and the levels during COVID-19. Reasons reported for this included not knowing what the future holds and fear around opportunities being lost or taken away.

When asked how the project could be improved the young people stated:

- There could be greater clarity over the use of creative packs, some participants didn't understand their purpose.
- Once safe, continue the sessions in person to allow for further nurturing of relationships and skills.
- Make use of resource booklet more – not all content was covered
- Depending on safeguarding considerations allow for the chat function in sessions to allow for young people to connect with one another.

From a Trust perspective it would be useful to understand the barriers for young people not participating as 48 signed up but a very large number dropped out.

*Over quarantine I've been practising different types of photography and digital media. The Unplugged Series taught me to experiment with my medium and the importance of feedback. I'm going to reach my goal of becoming a tour photographer.*

Liv, Participant, Unplugged Series

<sup>7</sup> Guidance around the ONS Subjective Wellbeing Questions - <https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/methodologies/personalwellbeingsurveyuserguide>

<sup>8</sup> ONS Annual Population Survey (April 2019 – March 2020) - <https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/datasets/headlineestimatesofpersonalwellbeing>  
 ONS COVID-19 and the Social Impacts on Young and Older People in Great Britain (May 2020) - <https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/ageing/datasets/coronavirusandthesocialimpactsonyoungandolderpeopleingreatbritain>

# CARING CITY: COVENTRY WELCOMES



This year's festival ran between 15 – 20 June 2020. The Trust were partners in a newly established Coventry Welcomes Committee providing production support and producer support. The festival focused on newly arrived refugees and migrant communities. The Welcome to Coventry App (managed by the Migration team at Coventry City Council) now includes information on cultural activity for newly arrived communities.

Across the festival over 13,000 engaged digitally during the week and of those surveyed:

- 71% rated the quality of events as very good
- 70% strongly agreed that they had a good time
- 71% stated that the festival had a positive impact on their perception of Coventry
- 90% expressed a definite willingness to get involved in future events with the remaining 10% maybe willing to get involved with future events
- 34% strongly agreed that there was a willingness for different groups to co-operate, a further 27% agreed.

When asked what individuals personally gained from the event they attended, responses included:

- 'A cold hard insight into the brutality of the asylum system.'
- 'A greater insight into the realities faced by refugees and migrants and the need for action.'
- 'An appreciation for the rich diversity of artists in the UK. Also a new found appreciation of the power of image, voice and music to communicate to us and how effective this can be through a computer screen. Really inspiring.'
- 'Confidence'
- ;I found it made me think about my own role as a mother and my relationship with my children and the imminent departure of one of them as he heads to university and how that will change things for us as a family. This is not an enforced separation, but will change things forever. To be

- forcibly separated from my children is unimaginable. It also made me want to find ways in which I can help to support refugee women/ families - something that's been in my mind for a while, but this made it feel so much more urgent. I want people coming to my city to feel welcomed and safe.'
- 'Reminded of what movements are the best to focus on now to help refugees in such a challenging time. Where to volunteer, who needs helps. Learnt resources to discover more about the struggles that refugees face.'

# COLLABORATIVE CITY: 21 STREETS OF CULTURE



Consultation workshops for 21 Streets of Culture moved online and were facilitated by 64 Million Artists. In total, 27 participants took part in 3 on-line workshops; these workshops followed a previous physical workshop which was attended by 45 people prior to the lockdown. There was representation from community leaders from all 18 wards of the city, as well as representation from Warwickshire.

Of those surveyed:

- 47% of respondents rated the quality of the workshops as very good and the remaining 53% rated the quality as good
- 53% agreed that they had a good time and 40% strongly agreed
- 47% stated that taking part in the workshops had improved their perception of Coventry
- 87% either strongly agreed or agreed that the workshops increased their pride in Coventry as an area.

Overall, 73% respondents discussed the importance of activity moving online and for the conversation to continue as community resilience and cohesion would be important post lockdown. Respondents also highlighted the need for investment into infrastructure both centrally and within communities to ensure projects can take place and continue. Community leaders see 21 Streets of Culture as important to this ethos.

Following these workshops the Collaborative City team have been focussed on using the existing networks in the city to plan programme activity to deliver, and there has been a rescoping of 21 Streets of Culture which has now become an umbrella programme for the work of the Collaborative City team.

*There is hope for communities especially in the current times. Culture will really bring us together and shape recovery and this 21 Streets of Culture project gives me hope for the city, this project is needed more than ever .*

Workshop Attendee, 21 Streets of Culture

# DYNAMIC CITY: SOCIAL DISTANCE ART PROJECT



The Trust, with the One Coventry Partnership – a group of public, private and voluntary sector organisations – commissioned Lewis Spencer, a local artist to create a series of original artworks to highlight the importance of social distancing, part of Coventry’s response to Coronavirus and the impact on the city.

A total of 33 artists responded to the Call Out. Thereafter, 2 artists were offered mentoring from Bob and Roberta Smith to help shape their proposals and ideas prior to one artist receiving the final commission. Spencer’s artwork was displayed on billboards and banners across the city as well as being featured on an advertising van.

The advertising van reached :

- 24,870 people
- Those who viewed the content looked at it on average for 5.2 seconds
- People were in the vicinity of the advertising van for an average of 11.8 seconds
- More men than woman were reached

Feedback from the mentoring process included:

- Both artists had fairly similar responses when asked about the mentoring process. The process has allowed for the artists to receive feedback from a different perspective and to experiment and receive feedback – ‘I have learned to develop my work to suit a brief. I have also learned to take criticism and experiment with new ideas.’
- Both artists strongly agreed to the statement – ‘I think mentorship opportunities and the development grant were an important element of the project.’
- Both artists strongly agreed to the statement – ‘I was provided with good support from the City of Culture Trust team during the process’
- In the long term the mentoring has benefited both artists by allowing them

to have ‘more confidence and a deeper understanding of the [commissioning] process’ and ‘professional experience’. Both artists had similar responses and will take the learning into their work in the future.



# DYNAMIC CITY: YOUTHFUL CITIES/THE FUTURE SHOW



In June, 12 writers aged between 18-25 from Coventry took part in an intensive two-week writing project with writer Deborah Pearson and playwright/director Andy Smith in the production of a script for performance as part of the UK City of Culture 2021. The script would examine a new-Coventry based version of the future from lockdown.

Of the 12 young people who participated, 50% responded to the survey and within the sample:

- 50% rated the quality of the event as very good and 50% rated the quality of the event as good
- 67% strongly agreed that they had a good time and 33% agreed that they had a good time
- 50% stated that participating in the project has improved their perception of Coventry
- 50% strongly agreed that the event increased their pride in Coventry as an area.
- Qualitative comments included:
  - A way the city could improve culturally would be to create more spaces for young people to gather and socialise; including University students such as open mic nights, art galleries, sport and dance activities.
  - I enjoyed this event a lot. Everything about it has been so fun including the kind and understanding staff/leaders.
  - Really interesting concept!

*It was a thought-provoking, exciting, and challenging experience, exploring a new dimension of writing and looking into my future self. Being a member of this sharing and insightful creative team has been inspiring especially in these uncertain times. I certainly think more projects like this are essential for up and coming creatives!*

Participant, The Future Show



# OUTCOME: CO-ORDINATED CULTURAL SECTOR CAPACITY AND INFRASTRUCTURE IS BUILDING A SUSTAINABLE AND RESILIENT SECTOR



The Trust pledged £140k funding (Including £60k to form the 2021 Resilience Fund administered by the Heart of England Community Foundation) to support the local arts sector with creative ideas, initiatives and projects during lockdown and to ensure they could continue to operate and function. Many of the artists involved in the activities and outputs in the previous section were beneficiaries.

While £140k was pledged, the Trust has supported the local creative and cultural sector with funding and support to an approximate value of £300k. This includes organisational development grants which have been given to a number of local companies to allow them to continue planning for 2021, allowing for staff to be retained as opposed to being furloughed and for organisations to undertake fundraising/development activities.

Over 95 individuals or organisations from the region have benefited from grants of more than £56,000 through the 2021 Resilience Fund administered by the Heart of England Community Foundation, grants were £500 for individuals and £1,000 for organisations. Aimed at helping those whose futures were in a vulnerable position, the fund has given those in the sector a greater chance of making it through one of the most challenging times that the industry has ever faced. A further £43,000 were awarded also as £500 grants as part of the City of Culture Leadership Programme.

*We have seen first-hand the devastating effect that COVID-19 has had on some of the most treasured arts venues and we felt, and still feel, that we have a duty of care and responsibility to ensure that we do everything we can to make sure that they all see it safely through what is set to be a challenging few months and secure them a future that goes beyond this pandemic. Teaming up with Coventry UK City of Culture 2021 has enabled us to fast-track this support and provide grants to nearly 100 organisations and individuals.*

Tina Costello, Chief Executive, Heart of England Community Foundation

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



Following a recruitment process which attracted 96 applicants, the Trust and partners<sup>9</sup> have recruited a cohort of 15 for the Arts Council England funded **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 has entered the early stages of co-creation to support their leadership development programme. Towards the end of the previous quarter, applicants each received £500 to contribute to an idea or project. These grants totalled £43,000 and are currently still being spent.

For all individuals in the cohort<sup>10</sup>:

- 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

- Concerning '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>9</sup> Project partners are Beatfrecks Collective, Coventry University, Coventry University Social Enterprise CIC, People Make It Work, TRG Arts and Warwick Arts Centre.

<sup>10</sup> In comparison to ACE Creative Case for Diversity:

The total percentage of the NPO workforce with a Black and Minority Ethnic background (BME) is 11%. BME board representation across the NPOs is slightly higher at 15%. The percentage of BME Chief Executives is 10%; Chairs and Artistic Directors are both at 11%. The total percentage of disabled workers across the National Portfolio is 6%. Disabled representation at board level is 7%; with 9% Chief Executives, 8% Artistic Directors and 5% Chairs. The total percentage of female workers across the National Portfolio is 47%. Female board representation is also 47%; with 52% Chief Executives, 45% Artistic Directors and 40% Chairs. The total percentage of LGBT people in the Portfolio's workforce is 6%. LGBT representation at board level is 7%; with 13% Chief Executives, 11% Artistic Directors and 8% Chairs.

<https://www.artscouncil.org.uk/publication/equality-diversity-and-creative-case-data-report-2018-19>

# LEARNING INSIGHTS



During this period the Trust submitted progress reports to major national funders including Spirit of 2012, National Heritage Lottery Fund and an activity update to the National Lottery Community Fund. These reports included learning insights relevant to all three of the producing teams for City of Culture – Caring, Collaborative, and Dynamic.

In order to produce a City of Culture 2021 programme which is inclusive and representative of the city, the Trust is pioneering and developing a ‘co-creation’ and ‘devolved leadership’ Coventry model. Inevitably, these innovations in levels of community engagement and activism will encounter challenges and obstacles as well as new opportunities and learning.

The combination of the cultural and non-cultural impacts of the pandemic and the demands for racial justice have accelerated learning about how to implement the Coventry model. The underlying ethos of working with and for the residents of the City including those groups and individuals who may be under-represented or perceived to be marginalised in the cultural landscape provided a platform for the Trust’s early engagement with community issues during this period.

The majority of the activities were delivered with the local cultural sector and to those most in need during the pandemic; homeless, socially isolated, experiencing mental health issues; young people; refugees and migrants.

This has involved working closely with non-cultural partners and multiple stakeholders. There have been learning challenges here in terms of how to engage and negotiate with individuals and organisations with very different cultures, interests and priorities within tight timelines.

The period has highlighted the sensitivities of language in terms of how the citizens of Coventry want to identify themselves and be respected. This has ranged from a rejection of the identity classification terminology used in evaluation to a deep concern that engagement depends on mutual respect and recognition for personal and social identities.

There are learning challenges to do with the management of relationships in a Coventry model of co-creation. A majority of respondents surveyed valued contact and communication with the Trust. Sustaining, motivating and managing an increasing number of individual and organisation contacts that expect personalised attention requires proportional time and support.

Moving work on-line was one of the key challenges of the period. The Trust adapted quickly to develop digital conversations, opportunities, outputs and relationships at low cost. It also highlighted the Trust’s awareness of digital inequalities - the difficulty in reaching those who may be least engaged in mainstream culture, particularly young people - and how these might be addressed.

# LEARNING INSIGHTS



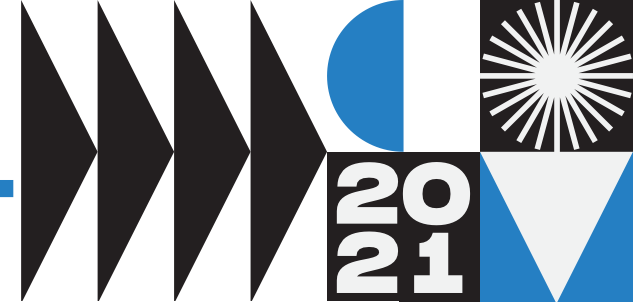
Feedback from some events suggested the need for more clarity around objectives and target audiences in marketing and communications to avoid disappointment and confused messages. Further work needs to understand the reasons for high levels of drop out between application and completion of events in some cases.

The potential impact of cultural programming on quality of life and wellbeing and the contribution that culture can make to non-cultural outcomes and priorities has not always been fully understood by organisations and potential beneficiaries whose immediate concerns may not include cultural interventions. Linking outputs and activities to the common outcomes of the Theory of Change has proved to be an effective way of demonstrating how culture is aligned to bigger picture outcomes for the City, city region and their residents.

The Trust and its partners are starting to utilise M&E to a greater extent to gain insight and learning to support co-creation and programme development. As the work of the Trust gains momentum towards UK City of Culture 2021 and the volume of activity increases it will be important to ensure that there is consistent and comprehensive capturing and monitoring of data to track progress towards the common outcomes.

The contractors for the Economic Impact Assessment (AMION) and the Social Value Assessment (MB Associates) started work during this period and we can expect additional data and learning from these sources in the next Progress Report.

# ANNEX 1: LOGIC MODEL



## INVESTMENTS

PUBLIC AND PRIVATE INVESTMENTS

INFRASTRUCTURE

TECHNOLOGY

KEY PARTNERS

COMMUNITY AND PUBLIC STAKEHOLDERS

STAFF

VOLUNTEERS

## ACTIVITIES

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

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

Developing strong working relationships with key partners and stakeholders

Developing initiatives targeted at specific protected groups

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

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

Developing initiatives that have influence beyond Coventry and UK CoC 2021

## OUTPUTS

Programmes, planning and production of events involving Coventry communities

Outreach activities in the community

Model of co-creation established

Participation by under-represented groups

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

Human resource capacity development in the cultural sector in Coventry

Distribution of 2021 events across Coventry

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

Environmentally responsible programming

Combined arts and health initiatives developed in the city and region

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

International cultural exchanges and partnerships

Increased attraction as a destination choice

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

Needs based model for cultural delivery and planning

Evidence based decision making

Use of 5G & immersive technology in cultural initiatives

## OUTCOMES

Increase in civic pride

Community led production and programming increases cultural participation and activism

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

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

Cultural engagement is geographically dispersed across the city

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

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

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

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

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

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

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

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

Cultural programming is environmentally responsible and promotes environmental awareness

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

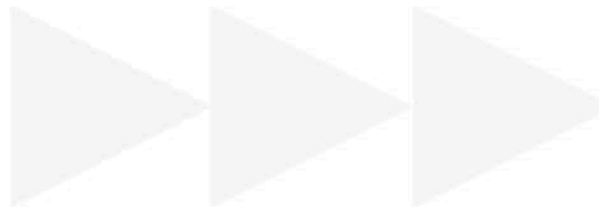
## IMPACTS

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

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

COVENTRY IS A GLOBAL AND CONNECTED CITY

COVENTRY IS RECOGNISED AS A FUTURE FACING PIONEERING CITY



**LOGIC MODEL**

